



**Donald Trump**  
Gambling on casinos to  
improve his fortunes  
Page 12



**Beirut**  
Not the prettiest place to  
do business - but safe  
Page 11



**The World's Youth**  
Hope overshadowed  
by uncertainty  
Survey, pages 7-10

# FINANCIAL TIMES

Europe's Business Newspaper

MONDAY JANUARY 31 1994

D8523A

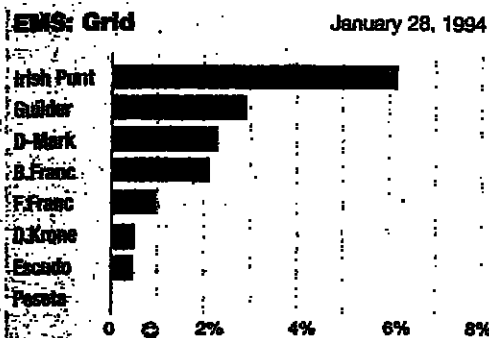
## Sinn Féin leader allowed to enter US for conference

Gerry Adams, president of Sinn Féin, the IRA's political wing, is to be allowed to attend a conference in New York tomorrow on Northern Ireland. Adams, repeatedly denied admission to the US over the past 20 years because of alleged "involvement in terrorism", will make the visit under strict conditions. He will stay only 48 hours, be barred from travelling more than 25 miles from New York and will not be allowed to engage in "direct or indirect fund-raising", a US administration official said.

**SA elections face boycott:** South Africa stepped closer to ethnic conflict as the Zulu Inkatha Freedom party and extreme right Afrikaner Volksfront demonstrated opposition to April's all-race elections due in April. Page 16

**Banesto rescue plan takes shape:** Banco Bilbao Vizcaya and Banco Santander are seen as the contenders to control Banesto, the Spanish banking group, according to a rescue plan agreed by the Bank of Spain and the private banking sector. Page 17; Lex, Page 16

**European Monetary System:** The Danish, Spanish and Portuguese currencies last week shrugged off minor interest rate reductions and caught up slightly with other members of the European exchange rate mechanism. The D-Mark ended the week on a firm note but was still only the third strongest currency in the system. Currencies, Page 29



The chart shows the member currencies of the exchange rate mechanism measured against the D-Mark, the base currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the British pound which move in a 2.25 per cent band.

**Balladur aims to boost economy:** Prime minister Edouard Balladur announced measures to stimulate France's struggling economy and curb the rise in unemployment. Page 16

**Companies eye Ferranti:** UK, French and US companies are serious candidates to take over the bulk of the defence electronics operations of Ferranti, the UK group which went into receivership in early December. Page 17

**Doctors killed by avalanche:** Five British doctors and their ski instructor were killed by an avalanche in the Val d'Aoste area of the French Alps. Another British doctor survived a night in the open after freeing himself from the snow.

**Pledge by Marchais successor:** Robert Hue, 47, took over as French Communist party leader from Georges Marchais, and called for broader participation in policy-making as the way to reverse the party's electoral decline. Page 2

**April lift-off for Eurofighter:** The Eurofighter 2000, developed jointly by Britain, Germany, Italy and Spain, is expected to make its maiden flight in April, more than two years later than originally planned. Page 6

**Algeria names president:** Algerian defence minister Liamine Zouari will be sworn in today as president, replacing an unelected five-man presidency installed after multi-party elections were cancelled two years ago. Page 4

**EU tackles China trade row:** European Union diplomats will meet in Brussels this week to try to decide whether to recommend abolition or harmonisation of national quotas on Chinese imports such as bicycles, kitchenware, training shoes and toys. Page 5; Editorial Comment, Page 15

**Exclusive call by Saudi royals:** The Saudi royal family has secretly commissioned a mobile telephone network for its exclusive use from Siemens, German electronics group. Page 16

**Russian price controls urged:** Veteran economists have urged Russia to impose price controls in a report to the new Russian government to help "correct" President Boris Yeltsin's economic changes. Page 2

**Cures for ailing air industry:** Greater competition, heavy cost-cutting and tougher curbs on state aid are expected to be urged by a long-awaited report on the future of the European Union's airline industry due out tomorrow. The industry lost \$700m in 1992. Page 2; UK air engine power record challenges US, Page 3

**No Bundesbank reserves for ERM:** Bundesbank president Hans Tietmeyer ruled out transferring any of the bank's reserves to the new European Monetary Institute, saying the EMI would have only an advisory role through-out the so-called phase two of the process towards European monetary union. Page 3

**Youngest grandmaster:** Peter Lekro of Hungary, aged 14 years and four months, became the youngest chess grandmaster by finishing third in the Wijk aan Zee tournament in the Netherlands. Grandmaster is the highest ranking apart from world champion.

Arafat says agreement on Palestinian self-rule could be signed soon

## Israel and PLO close to deal

By Ian Rodger in Davos and  
Julian O'Carroll in Jerusalem

Israel and the Palestine Liberation Organisation were last night on the verge of a breakthrough agreement which would allow for an Israeli withdrawal from the Gaza Strip and Jericho, according to Mr Yasser Arafat, PLO chairman.

Mr Arafat said after a marathon session of talks with Mr Shimon Peres, Israel's foreign minister, at the World Economic Forum in Davos, Switzerland, that an agreement on implementing Palestinian self-rule could be signed at a summit in Cairo "very soon".

Palestinian officials said an agreement was prepared and waiting for approval. Mr Arafat said he hoped remaining difficulties would be ironed out in talks last night.

Neither side gave details of the draft deal, but Israeli officials in Jerusalem said the critical breakthrough in Davos had been broad agreement on security at border crossings between Gaza and Egypt and between Jordan and Jericho. The issue, along with disagreements over the size of the Jericho area and the security of Israeli settlers, has dogged moves to implement the initial accord signed last September.

The two sides agreed that although most Israeli security checks of Palestinians crossing the borders would be conducted "invisibly" by electronic means, Israel could retain the right physically to check Palestinians suspected of security violations, Israeli officials said.

The PLO had withdrawn its demand to control the roads leading to the crossings in return for an Israeli concession to grant the Palestinians access corridors



Marathon session: Israeli foreign minister Shimon Peres (left) and PLO chairman Yasser Arafat at the World Economic Forum in Davos

from the self-government areas to the border crossings.

Officials said a copy of a draft wording on the border issue had been sent to Mr Yitzhak Rabin, Israel's prime minister, and returned largely approved but with some reservations to Mr Peres for last night's negotiating session.

Israel also conceded safe passage of Palestinians by land corridor to the religious site of Nebbi Musa and to the northern Dead Sea where Israel and the PLO will establish a joint-venture tourist resort.

On the second substantive obstacle - the size of the Jericho area - a final area of around 60sq km had been agreed between the two sides, the officials said. Israel had previously offered 25sq km and the PLO had demanded 94sq km.

Officials said last night's talks would focus on the last major outstanding issue - the security arrangements for Jewish settlers who will remain in Gaza. Israel has demanded a wide area of operation - up to 46 sq kms - to protect Israelis in their settlements and on roads between the

settlements and Israel. Hailing yesterday's progress, Mr Arafat and Mr Peres saluted each other warmly on the platform at Davos in front of an audience of 800 business leaders from around the world.

Mr Arafat thanked Mr Peres "for his positive stance which I had felt and touched during these talks". Mr Peres paid tribute to Mr Arafat's "supreme effort to bring our two peoples together in the domain of peace and hope".

Mr Peres invited business leaders from the US, Europe and Japan to come to a regional eco-

nomie conference being planned for Amman later this year to help "to build the new Middle East".

Both men, aware of the composition of the audience, emphasised the need for building "an economic platform" on which an enduring regional peace could be erected. Mr Arafat said Palestine needed nothing less than a new Marshall Plan. Palestine was in danger of becoming another Somalia, with 68 per cent unemployment in Gaza, but it had an educated and skilled labour force.

Israeli minister may quit, Page 4

## Soros and GE plan developing world fund

By Martin Dickson in New York

\$2.5bn venture to finance electrical power plants

Mr George Soros, best known as the currency speculator who made massive profits betting against the pound during the 1992 sterling crisis, is joining forces with GE Capital, the financial services arm of America's General Electric, to raise \$2.5bn to invest in power projects in the developing world.

The fund should give a strong boost to General Electric's power plant manufacturing business as it fights for global market share against rivals such as Europe's Asea Brown Boveri.

Cash-strapped governments in developing countries, particularly in Asia, are increasingly willing to allow private sector capital to finance new electrical power plants.

The venture represents a further shift in Mr Soros' investment strategy which has been mainly concentrated on volatile debt, equity, currency and commodity markets. Last year he moved into property.

GE Capital and Quantum Industrial Holdings, a new fund to be managed by Soros Fund Management, will each invest \$200m in the new venture, called Global Power Investments.

The International Finance Corporation, the private financing arm of the World Bank will be the third founding partner. The IFC's planned \$50m investment in the fund is awaiting formal approval.

The partners plan eventually to

raise \$2.5bn in equity finance from a wide variety of investors, ranging from businesses with interests in the construction or operation of power projects to passive investors who believed this was a growth market.

The venture's initial focus will be on Asia - particularly China, India and Indonesia - and on Mexico. GE Capital and various partners are currently in advanced discussions about projects in each of these four countries.

The fund is believed to be the first of its kind, although vehicles have been formed before now to invest in individual developing world power projects.

Mr Gary Wendt, chief executive

of GE Capital, said the venture was an outgrowth of GE Capital's existing power financing business, which until now has focused mainly on the US market where it has financed more than \$7bn of projects through a mixture of debt and equity.

Mr Wendt said Mr Soros' involvement in the venture

stemmed from a friendship between a senior GE Capital executive and an associate of Mr Soros.

"Mr Soros has not only a large amount of money at his disposal but a keen understanding of the rest of the world," Mr Wendt added. "He is a true international investor. Marry that with GE's international activities and we think we have an excellent combination."

Continued on Page 16

## Russia will cut aluminium output in international deal

By Kenneth Gooding, Mining  
Correspondent, in London

Russia is to cut its annual aluminium output by 500,000 tonnes, or about 15 per cent, for two years as part of an unprecedented international trade deal agreed at the weekend by the world's leading aluminium-producing countries.

Western producers are expected to follow Russia's lead with reductions which will cut back global aluminium output by 1.5m to 2m tonnes - or about 10 per cent.

The arrangement aims to end growing friction between Europe, the US and Russia over aluminium supply surpluses that last year produced record stockpiles of the metal and cut prices by half to record lows.

Nearly two-thirds of the former Soviet Union's aluminium was used by the military but is now being exported. This has boosted CIS aluminium exports from 250,000 tonnes in 1989 to an

estimated 1.6m tonnes last year. In the west, where aluminium is used mainly for transport equipment, construction and packaging, producers have already cut annual output by 1.4m tonnes or nearly 10 per cent of their total capacity. But stocks have continued to accumulate at the rate of 1.8m tonnes a year. Many producers were unwilling to make further cuts unless Russian industry shared in the reduction.

Now a formula to bring the market back into balance has been approved by trade representatives from Australia, Canada, the 12-nation European Union negotiating as one, Norway, Russia and the US.

Mr Georgy Gabuniya, Russia's deputy foreign trade minister, said after tense discussions last week with the republic's smelter managers that Russia would cut its output by 300,000 tonnes in the three months beginning tomorrow and then by a further 200,000 tonnes in

the following three months. The memorandum of understanding accepted by the aluminium producers at the weekend provides no specific targets for individual western countries because of anti-trust problems. The trade delegates hope they can convince anti-trust authorities in the US and elsewhere that the aluminium industry is reacting to market forces rather than acting as a cartel aiming to lift prices.

Production cuts will be monitored by the International Primary Aluminium Institute, a London-based data collecting organisation. There is to be another meeting between the trade delegates in Canada at the end of February to assess whether the scheme is working properly.

If it does work, the EU will almost certainly drop the restrictions on CIS aluminium imports it imposed last August to safeguard the European industry.

This announcement appears as a matter of record only



The Government of Hungary  
through the Hungarian State Holding Company  
has sold a 30 per cent shareholding in

Hungarian Telecommunications  
Company Limited

for  
US\$875 million

to a consortium consisting of  
Deutsche Bundespost Telekom  
and  
Ameritech International Inc.

The Government of Hungary was advised by



N M Rothschild & Sons Limited

December 1992



## NEWS: INTERNATIONAL

# Russian report urges pay and price controls

By Leyla Boulton in Moscow

Veteran economists who failed to convince President Mikhail Gorbachev to start market reforms have included wage and price controls in recommendations to the new government to help "correct" President Boris Yeltsin's economic changes.

A report drawn up by a team including Prof Stanislav Shatalin, father of the radical 500-Day Programme, and Dr Leonid Abalkin, a former presidential adviser who opposed the 500-Day plan, was commissioned by the government in its desperate search for "non-monetary" methods to fight inflation.

The report sums up all the hopes of opponents of liberal reforms that painful financial stabilisation can be avoided

and that the government can reimpose controls for which it no longer has the levers.

Arguing that liberalising energy prices in a still-monopolised economy would only fuel inflation and cut industrial production further, the report proposes fixing prices for raw materials and rail transport.

Through these price controls - with taxes imposed on producers which sell for free prices to subsidise the companies which have to operate under fixed prices - it hopes to restructure Russia's skewed price structure. The liberals who have lost power say that the only way to eliminate the imbalances which mean that industrial prices are higher than agricultural prices is to force enterprises to behave in a more market-orientated way by

## Chernomyrdin doubles forecast of year-end inflation

Mr Victor Chernomyrdin, the Russian prime minister, at the weekend doubled his own forecast of year-end inflation to 15-18 per cent a month, in the clearest indication yet that he will abandon the country's radical reformers' fight against inflation, write Leyla Boulton in Moscow and Ian Rodger in Davos.

In Davos for the World Economic Forum, Mr Chernomyrdin reiterated his commitment to continue market reforms, saying that he hoped to "reduce" inflation to 15-18 per cent a month by December after "keeping" it at 20 per cent in the first half of this year.

reducing their state subsidies. The report also proposes to "mobilise domestic savings" to help stabilise the economy but does not say how this can be

The new target not only overlooked the fact that inflation was brought down to 12 per cent in December by his former finance minister, Mr Boris Fyodorov, it also marked a sharp increase in the 8-9 per cent target he himself produced when he first announced "corrections" to radical reforms less than two weeks ago.

However, he said that Russia would push "full steam ahead" with economic reforms and that he wanted Russia to become fully integrated into the international economy through membership of leading economic institutions and also the European Union.

He urged that the Group of Seven leading industrial nations - the US, Japan, Germany, Canada, France, Italy and Britain - be expanded to a "Group of Eight" to include Russia.

"The reform in Russia is irreversible. We will never turn back from the course we have taken," he said. "I am not in favour of controls on wages or on the supply of goods to the population," he said.

"As a manager in the Soviet Union I learned myself through bitter experience what the socialist system of distribution is."

not to rely on external assistance for reforms.

The team urges rejection of voucher privatisation - due to come to an end on July 1 any way - and calls for more active intervention by the state in how enterprises are privatised and restructured.

Accusing the outgoing radicals of "naïve faith that monetarism will automatically lead to economic recovery", the report nonetheless urges a tough monetary and fiscal policy, and selective support for industry, both of which have been government policy for two years.

Prof Shatalin admits that printing money to finance the extra expenditure would fuel inflation but justifies it by saying "if the money leads to higher output and more goods, that will reduce inflation".

## Bundesbank will not pass reserves to EMI

By Ian Rodger in Davos

The Bundesbank president, Mr Hans Tietmeyer, has ruled out transferring any of its currency reserves to the newly-established European Monetary Institute.

Speaking at the annual meeting of the World Economic Forum in Davos, he stressed that the EMI would have only an advisory role throughout the process towards European monetary union. Responsibility for monetary policy would remain in the hands of member country central banks.

He pointed out that, according to the Maastricht treaty, important decisions of the EMI during this period would have to be unanimous.

The treaty permitted central

banks to transfer reserves to the EMI, but Mr Tietmeyer said he had not heard of any country willing to do so. "The Bundesbank will not do this. We feel we are equipped to manage our reserves in the appropriate way. Of course this will change when we move into the situation of a European central bank."

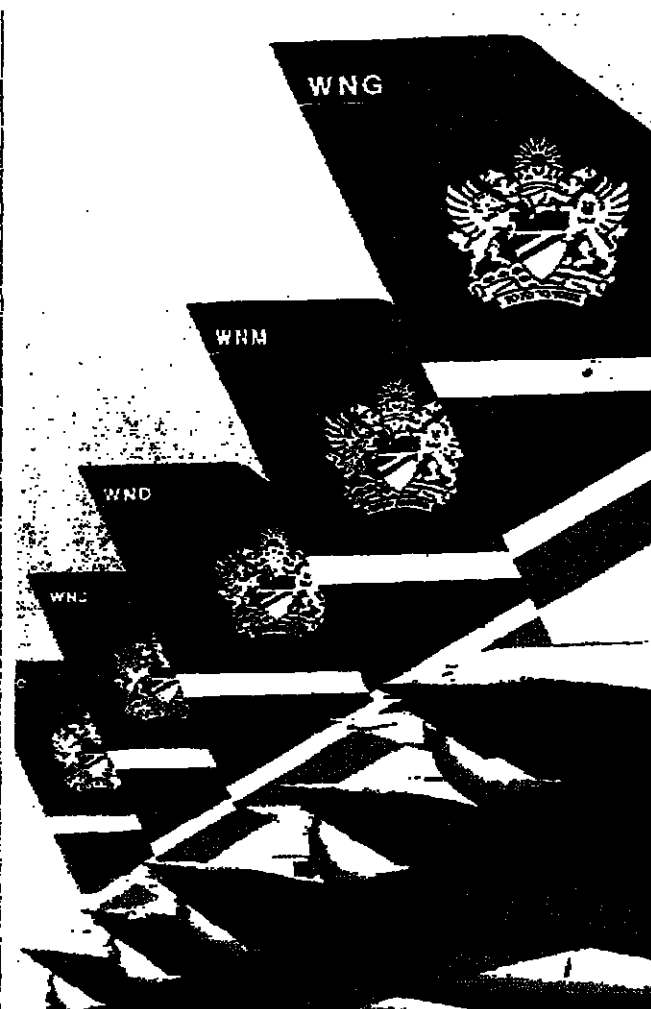
He also cautioned the EMI against promoting the Ecu as a currency. "The EMI's task is to facilitate but not to promote the Ecu. The Ecu is not a currency, it is a basket and there are exchange risks in it during phase two."

The EMI, which is to be located in Frankfurt, began work on January 1 and has the task of preparing the ground for eventual monetary union, due in 1998. Mr Tietmeyer said

he did not believe lasting monetary union could be achieved without a parallel political union of the EU countries.

He said numerous issues connected with monetary union still had to be resolved, including what the main policy aims of a European central bank should be. While the Bundesbank set priority on money supply targets, the Bank of England stressed price stability, and other countries pursued exchange rate policies, he said.

Mr Jean-Claude Trichet, governor of the Bank of France, said the EMI's most important task was to prepare the ground for monetary union, seeking solutions to technical obstacles in member countries and promoting standardisation of statistics.



Tails up. British Airways is among a group of airlines likely to use the report to press for extension of the "open skies" policy

## EU's airlines face flying with less aid

By Lionel Barber in Brussels

The long-awaited report by the "committee of wise men" on the future of the European Union's airline industry due out tomorrow is expected to call for greater competition, heavy cost-cutting and tougher curbs on state aid.

It is also believed to rule out creation of a special fund to prop up the region's ailing airline industry beyond what is already available under the European Union's social fund.

The European Commission ordered the creation of a committee of wise men last summer to analyse and propose possible cures for the crisis in the industry, which lost \$700m (£466m) in 1992.

The group was headed by Mr Herman de Croo, former Belgian transport minister. It also included representatives of the travel and tourism industry, as well as trade unions.

Its recommendations may draw fire from state-owned carriers such as Air France,

Italy's Alitalia and Belgium's Sabena who remain worried about progress toward US-style deregulation. During hearings last autumn, this French-led coalition called for a freeze on air capacity to prevent the slump in air fares. They also argued that some financial aid was necessary to help them restructure and tackle low-cost US competition.

On the other hand, a UK-led group of airlines is expected to use the report to press for an extension of the "open skies" regime and a ban on government subsidies to national flag-carriers.

The report itself does not rule out state aid, but suggests that it should be granted only in very limited circumstances. Last year the Commission authorised a £175m (£167m) equity injection by the Irish government into Aer Lingus, but attached strict conditions.

The report's findings are non-binding and will be discussed at an informal meeting of EU transport ministers in Athens on February 7.

## Germany faces week of protests and stoppages

By Christopher Parkes in Frankfurt

Germany is bracing for strikes and demonstrations in the engineering sector this week as the unions step up their fight over pay and benefits. Workers in several factories briefly

downed tools on Saturday foreboding what the unions hope will be a wave of action throughout western Germany.

The IG Metall union has set a two-week deadline for employers to make a "serious" wage offer, after which formal strikes would be unavoidable. In the first phase of pay talks regional employers' groups refused to discuss IG Metall proposals for between 5.5 per cent and 6 per cent more pay.

Although the union has said

it would accept less in return for job guarantees or promises of fewer redundancies, the employers are understood to be seeking further concessions, including reductions in holiday pay and changes to the basic agreement.

IG Metall has said it will call warning strikes - usually stoppages of up to an hour or more - in selected companies starting today. Although they represent the lowest step on the escalation ladder, such strikes can be severely disruptive, interrupting just-in-time deliveries to other companies, for example.

Asea Brown Boveri, one of Germany's biggest engineering concerns, warned last week that it could not be blackmailed by strike threats. The

Swiss-based multinational could move production to other bases, even in eastern Europe, at short notice, according to Mr Eberhard von Koerber, head of ABB's German operations. Whether the work would later come back to Germany was another question, he told journalists in Baden-Baden.

Mr Dieter Kirchner, head of the Gesamtmetall engineering employers' association, told Bild am Sonntag newspaper yesterday that even the unions conceded that 10 per cent of companies in the sector would go bankrupt in a strike. "That means that hundreds of thousands of jobs will be destroyed," he said.

However, industry executives are confident that serious conflict will be avoided because they doubt union members have the heart for a struggle. The automotive and mechanical engineering industries alone shed 240,000 jobs last year. Many large companies have also negotiated in-house deals, diluting the traditional national pattern of agreements, but often incorporating measures to protect jobs.

## Moslems claim thousands of Croat forces have been thrown into war

### Zagreb denies troops in Bosnia

By Laura Silber in Belgrade

Officials in Zagreb have denied that thousands of Croatian army troops are fighting Moslems in central Bosnia, contradicting mounting evidence of Croatian and Yugoslav military involvement in carving out ethnic mini-states in Bosnia.

Zagreb and Belgrade have consistently denied that they are trying to partition Bosnia between themselves at the expense of the Moslems. But the recent accord signed by Croatia and Serb-led Yugoslavia to normalise relations has compounded fears that the two states are intent in carrying out the carve-up.

The head of the Croatian army political section, Mr Drago Krpina, admitted on Saturday that up to 2,000 private

citizens may be fighting as volunteers in Bosnia, adding that some may be wearing Croatian army insignia.

His denial of Croatian troop involvement was followed by a Sarajevo radio report that the Croatian army yesterday used helicopters to bombard Kute, a village in central Bosnia.

In a statement yesterday the mainly Moslem Bosnian army said that the Croatian army had deployed its seventh brigade to fight in disputed towns in central Bosnia, even sending 12,000 fresh troops, bringing the total to some 20,000 regular soldiers of the Croatian army, according to Sarajevo radio.

UN officials say some 5,000 Croat army troops with helicopters, tanks and other military hardware have been deployed in Bosnia.

Despite frequent threats, the

international community has stopped short of imposing economic sanctions on Croatia, like those in force in Serbia.

Meanwhile, General Momcilo Perisic, chief-of-staff of the Yugoslav army, in an interview yesterday, denied any involvement in Bosnia. However, UN soldiers and local inhabitants have repeatedly witnessed the despatch of Yugoslav troops and equipment across the frontiers.

Soldiers from the elite paratroop unit, the 63rd brigade from Nis in eastern Bosnia, have reportedly helped execute big offensives launched by their Bosnian Serb counterparts, according to UN officials.

Despite the abundant evidence of Yugoslav army involvement, western governments have remained silent,

apparently at a loss after 20 months of punitive sanctions against Belgrade have failed to prevent the carve-up of Bosnia.

But a recent report in the magazine Aviation Week and Space Technology says that the CIA is sending two unmanned reconnaissance aircraft to Albania to monitor troop movements, which suggests that they are planning to gather aerial satellite reports.

Britain today will resume its relief convoys in Bosnia, ending a three-day suspension following the murder of an aid worker, Mr Paul Goodall.

The Overseas Development Administration yesterday said the 85 Britons would return to their convoy teams in Bosnia. UN relief officials said the Bosnian government had announced the detention of four suspects.



Hue: wider participation

## Marchais successor in pledge on policy

By John Riddick in Paris

Mr Robert Hue, elected at the weekend to lead France's Communist party, called for broader participation in policy-making as the way to reverse the party's electoral decline.

But he indicated there would be no marked departure from the policies pursued over recent years by Mr Georges Marchais, the veteran party leader who stepped down after 22 years as general secretary.

"I will be the leader of continued change," Mr Hue said in a newspaper interview.

Mr Marchais, unexpectedly, will retain a seat on the party's national committee, the top executive body. Mr Hue, however, stressed that he would be independent in his leadership. "Georges is not trying to cling on and I am not under the guidance of anyone," he said.

According to Mr Hue, the party congress in Saint-Ouen, a Paris suburb, had agreed to "confirm and extend the renovation of the party" which has seen its share of the vote fall from almost 25 per cent in the early-1970s to 9 per cent in the first round of last spring's general election.

"We must do everything for and by democracy, through the development of the participation of workers, citizens and the people," said Mr Hue.

The congress voted to approve new statutes which say policy must now be built on a diversity of opinion, representing a move away from the principle of democratic centralism.

But the move was not enough for some reformers within the party who have urged a bigger break from the orthodox Communist policies pursued by Mr Marchais, and who blame his hardline views for the party's decline. Mr Charles Fiterman, a former transport minister and a leader of a reformist faction within the party, announced at the congress that he would step down from the party's leadership because of its failure to modernise.

Mr Hue hinted at the possibility of co-operation with the Socialist party but said all parties of the French left needed to rethink their strategies. "The Socialist party was in power and its policies were massively condemned by the people," said the Communist leader, adding that the left "has to start anew".

Mr Hue said that his immediate priority was to prepare the party for cantonal elections in March. "Many people have expressed their opposition to the policies of the right, and these elections will be their first opportunity to express their opinions." He declined to say whether he sought to head the party's list for the forthcoming European parliamentary elections.

Mr Hue, 47, is little-known outside the Communist party, which he joined at the age of 16. A male nurse by training, he became a full-time party bureaucrat and has been a member of the party's central committee for the past six years.

THE FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Nibelungenplatz 3, 60318 Frankfurt am Main, Germany. Telephone: +49 69 156 850, Fax: +49 69 2964481, Telex: 416193. Represented by Edward Hogg, Managing Director, Printer: DYM Druck-Vertrieb und Marketing GmbH, Grenz-Boresch-Straße 3a, 63263 Neu-Isenburg (owned by Hürter International).  
Responsible Editor: Richard Lambert, Number One Southwark Bridge, London SE1 9HL, UK. Shareholders of the Financial Times (Europe) GmbH are The Financial Times (Europe) Ltd, London and F.T. (Europe) Advancing Ltd, London. Shareholders of the above mentioned two companies are: The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL. The Company is incorporated under the laws of England and Wales. Chairman: D.C.M. Bell.

FRANCE  
Publishing Director: J. Rolley, 108 Rue de Rivoli, F-75004 Paris Cedex 01. Telephone: (01) 4297-0621, Fax: (01) 4297-0629. Printer: S.A. Nord Equinox, 1321 Rue de Caen, F-93100 St. Denis. ISSN: 1148-2753. Commission Paritaire No 5788/82.

DENMARK  
Financial Times (Scandinavia) Ltd, Vesterbrogade 42A, DK-1161 Copenhagen, Denmark. Telephone: 33 13 44 41, Fax: 33 93 53 35.

**We fly to the Far East more often than any other airline.**



Singapore Airlines offers you 42 flights from 14

European cities to Singapore every week. All connect to

over 300 flights to the Far East, Australia and New

Zealand, and of course, all have inflight service even

other airlines talk about. SINGAPORE AIRLINES

## French sing a song of Francophilia

Musical defence of the nation is causing some discord, reports David Buchan

France is having a fit of the Francophiles and that's official. A Paris-based organisation called Francophiles will this week be promoting French songs in all of New York's French restaurants, in Amsterdam, Madrid, Copenhagen, Mainz and Berlin, and inside France mounting no fewer than 1,500 concerts, radio shows and school lectures in performance and praise of "the French song".

All this is the brainchild of Mr Jacques Toubon, France's culture minister who last week criticised Eurotunnel for dubbing its new subterranean rail transporter "Le Shuttle" instead of "La Navette". The government, said Mr Toubon, "refuses to consider the English language as an inevitability".

But, in the view of France's eight national FM radio networks, a more serious form of Francophilia is about to be imposed on them in the form of a law that within two years will force

them all to raise the French content of the music they broadcast to a minimum of 40 per cent - half of that quota must come from "new French talent".

The bill, approved by parliament in December, has just been declared in keeping with the French constitution, and is expected to be passed into law this week. But Mr Javier Pons, secretary general of the SBN radio stations association, said: "We remain opposed to this infringement of the freedom of expression, and we are taking legal advice to see if it is contrary to European law".

The current drive to protect French culture is thus for the first time creating internal controversy, compared to just the international row with the US

caused by France's domestically popular and successful defence of its television quotas in the Gatt negotiations.

The reason is simple. The eight FM networks have all carved out separate niches for themselves, partly by varying the amount of French songs they play. This diversity has, up to now, been recognised by the CSA broadcast authority which has in fact negotiated a range of French content quotas that go from 50 per cent for Radio Nostalgie, with its bent for accordion-playing and crooning, down to 15 per cent for the Fun and Skyrock stations.

"Some 50 new French records come out every month," explains Mr Andrew Mandersham, head of the RFM popular radio network. "If we all have to go for

the same new records - because of the new talent requirement - we will end up pumping out the same music."

Listeners will lose out in having less choice, and if they switch off, so will the recording industry that has strongly backed the new law, he points out. Mr Pons himself is angry, not because his M40 station which specialises in new French songs cannot meet the law's requirement, but because if all other radio stations do so too, "we would have no point in existing".

There is clearly a market for chauvinists. Skyrock itself has just set up Chante France, a Paris radio station with the jingle: "After Verlaine, after Jeanne d'Arc and Charles de Gaulle, you now have Chante France, with 100 per cent French songs". But even Chante France is anxious about keeping its raison d'être as a distinctively French world.



## UK air engine power record challenges US

By Paul Betts in Seattle

The multi-million dollar race to build the most powerful commercial jet engine was intensified this weekend by the announcement that Rolls Royce, the UK aero-engine manufacturer, has set a world record by running its Trent 500 engine at 108,000 lbs of thrust.

By topping the record of 105,400 lbs, set last year by General Electric of the US with its new GE 90 engine, the UK company has challenged its bigger US rival in the fierce competition to develop very large engines to power the new generation of twin-engine wide-body airliners.

GE, which said its new engine had been designed to reach eventual thrusts of as much as 115,000 lbs, is likely to respond by running its new engine above Rolls Royce's latest level.

There is at present no market demand for engines of 100,000 lbs thrust or more but GE and Rolls Royce appear anxious to show airline customers that their new large commercial engine programmes can meet potential demand for bigger and heavier derivatives of the new Boeing 777 twin-engine wide-body airliner and super jumbo 600-800-seat aircraft now under study.

Pratt and Whitney, the other big US aero-engine maker, is working on a more powerful derivative of its PW4000 engine to equip this new generation of big airliners, but it has yet to run its engine at above 100,000 lbs of thrust.

The stakes are high because of the huge cost of developing these engines. GE - with its French, Japanese and Italian risk-sharing partners - is spending \$1.2bn-\$1.5bn (2800m-£1.5bn) on the GE 90 programme. Rolls Royce is investing about \$400m to develop its Trent engines, derived from its RB211.

The competition is all the more fierce because there is in prospect only one market application for these new engines - the Boeing 777, due to be rolled out for the first time in April.

All three manufacturers are also in combat over a \$400m engine order from Japan Air-

lines (JAL), which is expected to choose next month the engine for the 777s it has ordered. JAL has placed firm orders for 10 777s and options for 10 more.

The JAL deal would boost the winning maker because large orders continue to be rare in the depressed commercial aircraft market even while makers are having to invest heavily in developing new big engines.

But they expect demand for bigger engines to grow in the longer term. GE estimates a potential market of up to 2,000 wide-bodied aircraft between now and 2012.

Boeing has indicated it requires at this stage thrust ratings of no more than 76,000 lbs and 84,000 lbs for the first two versions of its 312-400 seat 777s, but the engine makers are anticipating demand for heavier versions of the aircraft as well as development of other new large aircraft.

"Aircraft always get heavier, and the heavier versions have traditionally sold best," said Mr Russ Sparks, GE 90 programme manager.

Rolls Royce announced this month its intention to certify its Trent 800 engine for the Boeing 777 at 90,000 lbs thrust, instead of the originally planned 84,000 lbs, to demonstrate the growth potential of the engine. GE said it could offer customers 92,000 lbs of thrust very quickly with the first engine it is to certify at 84,000 lbs thrust in November.

While flexing their technological muscle, the engine makers are also in a race to cut costs. In the absence of an immediate market recovery and amid fierce competition, Mr Brian Rowe, chairman of GE's aircraft engine division, said the priority remained to drive down costs.

GE, which has set the pace in industry restructuring, expects to drop another 2,000 people from its aircraft engine business this year. This will bring its worldwide aircraft engine workforce down to 22,000 by the end of the year, from 26,000 at the end of last year and 40,000 in 1986. Rolls Royce is also shedding jobs. It announced last year it was dropping 6,000 jobs between 1993 and 1994, to bring down its aero-engine workforce to about 24,000 by the end of this year.

## Kohl heads west thinking of east

By Judy Dempsey and Ariane Genillard in Bonn

Mr Helmut Kohl, the German chancellor, begins today a two-day visit to Washington which, according to diplomats, will focus mainly on developments in Russia.

Germany and the US are increasingly aware that Nato's Partnership for Peace programme, designed to lead to more co-operation with the countries of eastern Europe, will also have to evolve into a new security structure.

German diplomats say that Washington and Bonn will now have to decide what form any additional aid to Russia should take after the resignation of key reformers from the Moscow government. They will also have to agree on what

relationship they want with both the ousted reformers and the new cabinet.

However, there is concern in Germany that the rise of Mr Vladimir Zhirinovskiy, leader of the Russian far-right Liberal Democratic party, is forcing European Union members and the US to focus too much attention on Russia at the expense of integrating eastern Europe at a faster pace.

German officials in Washington are likely to repeat that eastern European countries require crucial economic assistance via greater trade liberalisation. "It is not just the Partnership for Peace which must serve as a psychological anchor for eastern Europe, [so should] the economic sphere," a senior German diplomat said. He added that greater liberal-



Kohl: Off to Washington

isation, from the EU and the US, for imports from eastern Europe, as well as greater sup-

port for creating cushions against the reforms in the region, were crucial for eastern Europe's stability.

At the recent Nato summit in Brussels, President Bill Clinton stressed the need for greater investment in eastern Europe. But German officials, despite resistance from Germany's agricultural and steel lobby, still insist this be coupled to greater market access.

Also, Mr Kohl will lobby Washington for the US business community to invest in both eastern and western Germany. Mr Clinton, however, is expected to remind Mr Kohl that breaking into the German market, especially eastern Germany, has proved difficult because of resistance from monopolistic structures and high labour unit costs.

## Venezuela defence minister dropped

By Joseph Mann in Caracas

The decision by Venezuela's president-elect, Mr Rafael Caldera, to replace the minister of defence and the military high command caused an angry public response from the outgoing defence chief at the weekend, raising fears of a new military confrontation in the country.

The outgoing minister, Vice-Adm Rámon Muñoz León, said that he and the high command were "humiliated" by the president-elect. The admiral warned

this would cause splits in the military.

He noted that the high command had consistently supported democracy but he expressed concern at what the new, "precarious government" would do. Mr Caldera won the presidency last month with only 30 per cent of the vote in a poll with a 40 per cent abstention rate.

Vice-Adm Muñoz said that he and the other six members of the military high command would formally resign today. The incoming government has announced that the new minister will be an army

officer, Maj-Gen Rafael Montero Revette.

Mr Caldera, 78, who is to be inaugurated as president on Wednesday, seems to have decided to change the high command so as to give his government a fresh image. However, the move was seen as an unnecessary shock while Venezuela is in a period of political instability.

In 1992 there were two coup attempts. Last year a wave of bombings hit the capital and political upheaval attended the fall of President Carlos Andrés Pérez, who faces corruption charges.

## Futures trading loss at Codelco may hit \$200m

By David Pilling in Santiago

Codelco, Chile's state copper company, yesterday admitted that losses on futures trading over the past four months amounted to a "provisional" \$200m (£134m), double the figure announced last week.

Mr Juan Pablo Dávila, Codelco's chief futures trader, is alleged to have committed a series of errors - without the knowledge of his superiors - which led to the unprecedented loss.

"Unfortunately, in the past two days, we have detected that there were also operations in gold and silver... in which we have made losses of more than \$50m," said Mr Alejandro Noemi, Codelco president. Losses in copper futures were about \$150m, he said.

Mr Noemi said internal controls - including ones that set a maximum loss of \$1m in any single operation - had proved ineffective. "The failure of these controls permitted Mr Dávila to lead the company to this disaster," he said.

Mr Dávila, who has admitted through his lawyer to having conducted loss-making transactions, has been helping Codelco

executives to quantify the extent of the problems. However, he has been unavailable for public comment.

Mr Noemi refused to answer questions as to how Mr Dávila, acting alone, could have extended lines of credit with brokers above normal limits. "I have to keep this secret," he said.

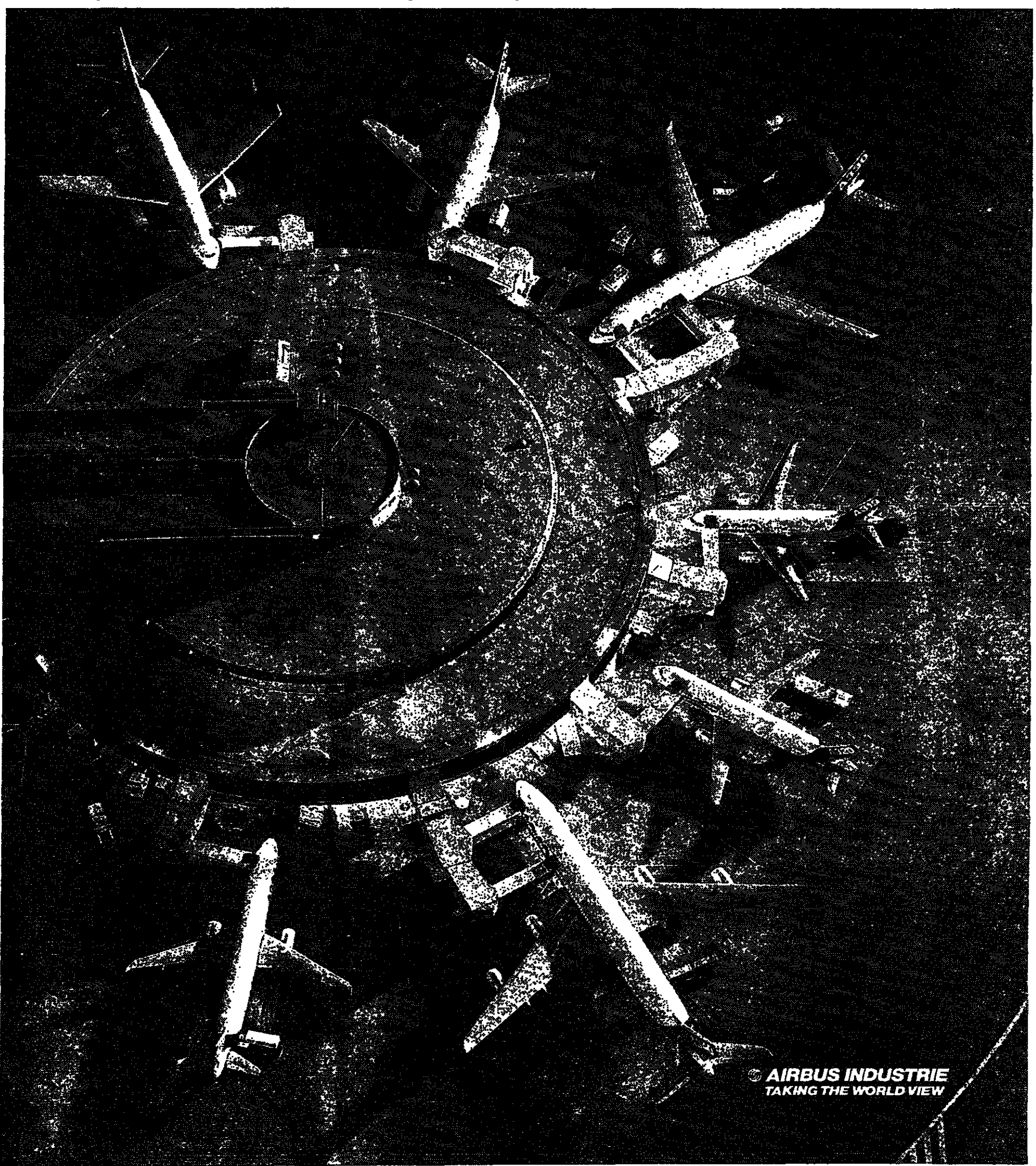
Mr Jorge Bande, acting vice-president for marketing, said: "We are investigating who requested the lines of credit. If they were indeed requested, and who approved them, if they were approved."

Referring to reports that Mr Dávila had committed Codelco to futures contracts involving 1.8m tonnes of copper, Mr Bande said: "This figure appears enormous, being nearly twice Codelco's [annual] production. But you have to understand that these operations involve entering and leaving the market several times a day. Therefore the operating volume could reach 1m tonnes or more."

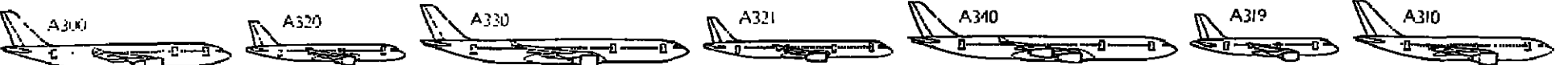
About half of these contracts, maturity dates for which will come due throughout 1994 and 1995, remained open, he said.

## If you think Airbus Industrie makes only one aircraft, maybe this will change your view.

Airbus Industrie has achieved a 30% share of the international civil aviation market because its long-term business strategy, based on a clear vision of the world's air transport needs, has created not just one aircraft but a family of seven: including the world's largest twin-aisle twin and the longest range jetliner in aviation history. Sales of all seven members of the Airbus family now total nearly 2800 aircraft worldwide.



AIRBUS INDUSTRIE  
TAKING THE WORLD VIEW



### DO YOU WANT TO KNOW A SECRET?

The U.S. Gann Seminar will show you how the markets REALLY work. The amazing trading techniques of the legendary W.D. Gann can increase your profits and contain your losses. How? That's the secret. Ring 061 474 0080 to book your FREE place.

### FUTURELINK

The fastest, most reliable, cost effective real-time FUTURES, FOREX and NEWS services available via FM within London.

LONDON CALL HYETRON ON PARIS 01 40 41 93 43

### LEGAL NOTICES

#### NOTICE OF APPOINTMENT OF BEWINDVOERDERS ("ADMINISTRATORS") TO ALL DEPOSITORS AND ALL OTHER CREDITORS OF BANCO LATINO N.V.

PLEASE TAKE NOTICE that on January 19, 1994, a petition was filed on behalf of BANCO LATINO N.V., a corporation domiciled and with its place of business in Curacao, Netherlands Antilles, for the purposes of obtaining for the benefit of BANCO LATINO N.V. a provisional official moratorium. With application of article 206 of the Bankruptcy Act of 1931, the provisional official moratorium was granted on such date by the Court of First Instance of the Netherlands Antilles and Messrs. J.M. Hebly, magister juris, and E.A. Seferina, certified public accountant, have been appointed bewindvoers ("administrators") of Banco Latino N.V. to conduct, jointly with debtor, the management of its business.

PLEASE TAKE FURTHER NOTICE that the Court of First Instance of the Netherlands Antilles has further ordered that the creditors of BANCO LATINO N.V. be summoned to appear at 8:00 in the morning of Friday, April 15, 1994, in the courtroom of said Court in the City of Willemstad in Curacao in order to be heard regarding the aforementioned petition before a decision is rendered on the final granting of the official moratorium applied for.

PLEASE TAKE FURTHER NOTICE that depositors and other persons who may have any claims against or otherwise be creditors of BANCO LATINO N.V. are requested to contact Messrs. J.M. Hebly and E.A. Seferina at BANCO LATINO N.V., P.O. Box No. 785, 61 de Ruyterkade, Willemstad, Curacao, Netherlands Antilles, with proof of such claim by Monday, April 4, 1994.

THE INSOLVENCY ACT 1986  
MACDONALD'S SPORTSWEAR LIMITED  
NOTICE is hereby given that a meeting of the above named company's creditors has been summoned under Section 23 of the Insolvency Act 1986. The meeting is to be held at The Royal Hotel, 100, The Strand, London WC2R 2PH on Thursday 30 February 1994 at 10.30 a.m. for the purpose of considering the proposed arrangement for the company's debts.

NOTICE is hereby given that a meeting of the above named company's creditors has been summoned under Section 23 of the Insolvency Act 1986. The meeting is to be held at The Royal Hotel, 100, The Strand, London WC2R 2PH on Thursday 30 February 1994 at 10.30 a.m. for the purpose of considering the proposed arrangement for the company's debts.



## NEWS: INTERNATIONAL

# Israeli health minister may resign

By Julian O'Connell in Jerusalem

Israel's crisis-prone coalition government came under renewed threat last night as Mr Haim Ramon, the health minister, said he was on the verge of resigning in a row over health insurance and the power of the Histadrut, the trade union federation.

Mr Ramon, a popular spokesman for the reform wing of the Labour party, said he had little alternative but to resign after the Labour convention rejected his health insurance bill to separate health insurance contributions from the Histadrut and its healthcare system, the Kupat Holim Clalit.

Mr Ramon's bill also called for all insurance contributions to be collected by the National Insurance Institute rather than the Kupat Holim Clalit. The convention voted for a compromise, maintaining the link between the trade union and the Kupat Holim, leaving the Kupat Holim with 50 per cent of the insurance dues.

In a bitter speech to Labour delegates Mr Ramon yesterday said the public wanted to separate politics from health, and the compromise bill would encourage people to leave the Labour health institutions.

The Histadrut, he charged, wanted to use health insurance contributions for political purposes.

Mr Ramon's bill was clearly intended to divorce the Histadrut from health and is generally considered to have majority support among the Israeli public, the Knesset (parliament) and perhaps even the

cabinet, which is expected to meet in special session tomorrow to discuss the crisis. Mr Ramon said if the cabinet endorsed the compromise bill he would definitely resign.

Mr Yitzhak Rabin, prime minister, who reluctantly backed the compromise, warned the move was unpopular, might not have a majority in the Knesset and could even bring down the government. He warned, however, that the vote of the Labour convention was binding on all 44 Labour Knesset members.

The first reading of Mr Ramon's bill won approval in the Knesset by 54:1, and Mr Ramon said last night that if the government allowed a free vote his bill would win 110 of the 120 Knesset members.

Mr Binyamin Netanyahu, leader of the opposition Likud, said yesterday his party would vote against the compromise and in favour of Mr Ramon's bill.

Inside the coalition government Mr Amnon Rubinstein, minister of education and member of the 12-strong Meretz party, said he would vote against the compromise bill in the cabinet, and said the majority of the Knesset would back Mr Ramon.

Political observers said Mr Ramon, widely tipped as a leading candidate to succeed Mr Rabin as prime minister, had effectively launched his campaign for the top political post by siding with the public and the reform wing of the Labour party against the Histadrut and the old guard leadership.

# Pact drives coalition into LDP's arms

## Historic agreement will weaken Hosokawa, reports William Dawkins

In Japanese politics, great victories are usually achieved only after the losing side has been mollified. So it was on Saturday when Mr Morihiro Hosokawa, the prime minister, succeeded in getting parliamentary agreement to reform the electoral system and curb corruption, and in the process avert the collapse of his government.

To achieve a deal, Mr Hosokawa had to bow to the will of the opposition Liberal Democratic Party (LDP), the coalition's largest and shakiest partner, which is committed to banning corporate donations.

Now that the government's main task of political reform is out of the way, the socialists will have even less in common with their coalition partners, beyond a taste for power. The socialists will also oppose moves to increase consumption tax and seek a permanent seat on the United Nations Security Council, both of which will probably be on the agenda in the coming year or so.

So it is no surprise that the 17 socialists who voted against the four bills threatened over the weekend to form the nucleus of an independent group. At the same time, some coalition members are doing their utmost to encourage LDP supporters of reform to join the government.

This means that Mr Hosokawa's vision of a two-party structure of the coalition and LDP looks less plausible. Some political observers think the trend is now shifting towards a large centre-right coalition - ironically resembling the LDP in its heyday - excluding anti-reformists on the left and right. Others believe a fresh round of defections from the LDP and the Socialist party will lead to a two- or three-party system. Either way, they agree that Japan is set for a long period of coalition governments.

Another result of the agreement is that the change in political style symbolised by the end of 38 unbroken years of LDP rule in last July's elec-

tion of the LDP. Mr Hosokawa recognised this over the weekend when he announced he would seek LDP co-operation to draw up an economic stimulus package.

Mr Hosokawa's compromise, as he freely admitted, has upset the left wing of the Social Democratic party, the coalition's largest and shakiest partner, which is committed to banning corporate donations.

Now that the government's main task of political reform is out of the way, the socialists will have even less in common with their coalition partners, beyond a taste for power. The socialists will also oppose moves to increase consumption tax and seek a permanent seat on the United Nations Security Council, both of which will probably be on the agenda in the coming year or so.

So it is no surprise that the 17 socialists who voted against the four bills threatened over the weekend to form the nucleus of an independent group. At the same time, some coalition members are doing their utmost to encourage LDP supporters of reform to join the government.

This means that Mr Hosokawa's vision of a two-party structure of the coalition and LDP looks less plausible. Some political observers think the trend is now shifting towards a large centre-right coalition - ironically resembling the LDP in its heyday - excluding anti-reformists on the left and right. Others believe a fresh round of defections from the LDP and the Socialist party will lead to a two- or three-party system. Either way, they agree that Japan is set for a long period of coalition governments.

Another result of the agreement is that the change in political style symbolised by the end of 38 unbroken years of LDP rule in last July's elec-



Prime Minister Morihiro Hosokawa (right) and Foreign Minister Tsutomu Hata congratulate one another on their victory

## MAIN POINTS OF AGREEMENT

Main points of Japan's political reform agreement (government's original proposal in brackets):

- Lower house seats: 500 (500)
- Single-seat constituencies: 300 (274)
- Proportional representation seats: 200 (226)
- Proportional representation base: 11 regions (nation)
- Minimum votes a party must get to qualify for a proportional representation seat: 2 per cent (3 per cent)
- Donations to individual politicians: allowed through one fund-raising organisation per politician, up to ¥500,000 per year per private sector corporate donor, to be phased out after five years (donations to be banned, except to parties)
- State subsidies for parties to make up for restrictions on corporate donations: ¥30.9bn overall, subject to a ceiling of 40 per cent of party's income in previous year (¥30.9bn, no individual party limits)
- Door to door campaigning: Now prohibited (permitted from 8am to 8pm)
- Independent body to draw up new electoral boundaries.

tion is far from complete. Last summer's political realignment brought a straight-talking prime minister, a refreshing contrast to his elliptical predecessors, plus a tendency for confrontation in parliament, instead of the tradition of forming consensus in smoke-filled rooms. The change in style seemed reinforced over the past few weeks, with dramatic parliamentary battles on reform, first in favour in the lower house, and then against in the upper chamber. Television viewers have observed members of parliament emerging from angry committee meetings, red in the face and bafled. All this has made it look

as if Japan is "shifting from a predictable non-voting democracy towards an unpredictable voting democracy", in the words of a senior Japanese securities company executive.

Yet in the end the deal was thrashed out in the traditional manner, in a late-night private meeting with Mr Hosokawa and Mr Yoshi Kono, the LDP president. A week of bitter encounters between their subordinates in parliamentary committees had led to such complete deadlock that Mrs Takako Doi, the upper house speaker, had to call on the two leaders to negotiate personally.

Mr Hosokawa was keen to meet Mr Kono from the start, but the LDP leader was reluctant, unable to decide whether opponents or supporters of reform were winning an internal battle in his own party. The risk of defection by 70 LDP reformists finally persuaded Mr Kono that a deal was necessary.

When the two leaders' compromise was presented to the upper and lower houses on Saturday evening, members of parliament stood meekly, in the old style, to give their assent. Out of the 761 members of the upper and lower houses, a mere 42 - all socialists or LDP members - broke ranks.

Just how much difference the new rules will make to the practical conduct and outcome of general elections cannot be predicted, according to political observers. The general aim is to encourage politicians to seek votes on the quality of their policies, rather than their ability to fund local swimming pools or roads.

But traditions change slowly in Japan. The politicians campaigning under the new system, in a general election expected some time this year, will on the whole be the same people wearing new labels.

# Iran must 'curb oil revenue hopes'

The Iranian parliament yesterday told the government to scale down its hopes for oil revenue to \$16.15bn in the year starting March 21, Reuters reports from Tehran.

The figure compares with a government estimate of \$11.84bn next year, actual oil sales of about \$14bn in the current year and a 1993-94 target of \$17bn.

The government has warned deputies that reducing the estimate may force it to cut oil industry development.

The deputies' calculation was based on sales 10 per cent below present levels. Their price estimate was not spelled out but some said in debate that \$12 a barrel was more likely than the government's hopes for \$14.

"We set the ceiling of oil revenues at \$10.15bn," Mr Kazem Mirvalad, secretary of the joint budget and planning, economy and commerce committee, said.

"Considering the situation of the world oil market, among various alternatives we chose the most realistic," he said.

"We reduced oil exports by 5 per cent of the present level. We allowed another 5 per cent reduction for the likelihood of resumption of Iraqi exports."

Mr Mirvalad was speaking on the second day of a debate on the budget for the Iranian year beginning March 21.

Deputies have also called for the government's estimate for next year's total state revenues to be cut to \$17.6bn from \$19.3bn, to take account of a fall in oil prices.

Mr Masoud Rowhani Zanjani, an adviser to President Akbar Hashemi Rafsanjani, yesterday told parliament that deputies would jeopardise oil development if they cut projected revenues in the new budget, the official news agency IRNA reported.

The government had drafted the budget so that "most of the country's expenditures could be earned through tax revenues."

This year, parliament is debating the budget in two stages for the first time since the 1979 revolution. It will discuss revenues over three days. Two weeks later it will discuss expenditure.

Iran's Organisation of Petroleum Exporting Countries (Opec) production quota under the current accord which runs until March 31 is 3.6m barrels per day.

Iran earned \$11.4bn from crude oil exports and \$346m from exports of oil products in the past 10 months, Iranian television reported.

Iran's budget for the year ending March 1994 anticipated oil revenues of \$17bn. World oil prices have fallen about 30 per cent since the budget was drawn up.

# Algeria's hardline defence chief appointed head of state



Gen Zeroual: Army should 'help forge a national consensus'

By Francis Ghiles

General Lamine Zeroual was yesterday appointed Algeria's new head of state by the High Security Council which has ruled the country since multi-party elections were suspended two years ago.

Born in 1941 in Batna, at the foot of the Aurès mountains from where the war of independence was launched on November 1 1954, Gen Zeroual was not trained in the French army as was the case of many of his peers. He attended military schools in the former Soviet Union and France and is one of the most respected senior officers in the Algerian army.

He has commanded a number of military regions, notably the Tindouf on the sensitive south-west frontier with Morocco, the military academy at Cherchell and the land forces. He resigned from the latter post after the bloody riots of October 1988.

A senior official of Algeria's central bank yesterday said that delays over repayment of medium- and long-term loans were a "technical" matter, writes Francis Ghiles. In no way did these delays, which the central bank was seeking to remedy, represent a change in the country's long-standing policy of servicing its foreign debt, he said.

"Such a change of policy would make little sense at a time when we are close to agreeing a package of economic reforms with the International Monetary Fund," Algeria's hard currency reserves, exclusive of gold, currently stand at an estimated \$1.5bn (£1bn).

damentalists, which has cost more than 3,500 lives since the elections were scrapped, has been left to Gen Lamari. Given his credentials as a hardliner, Gen Zeroual could be better placed to seek some accommodation with FIS leaders to bring an end to the violence.

Algeria's fifth president since independence in 1962 faces two challenges. The first is to end the growing civil strife, either by talking to the FIS or by "eradication" fundamentalists, as some of his peers would wish. The second is to reach agreement with the International

Monetary Fund on reforms and to loosen the noose of foreign debt repayments which, in 1994, will absorb 10 per cent of the country's oil and gas export revenue.

Iran's official radio yesterday said the appointment of Gen Zeroual as Algerian head of state would deepen the conflict with Islamic militants.

"This has placed the crisis-ridden country of Algeria on a path that is even more uncertain than before," Tehran Radio said soon after Gen Zeroual's appointment was announced.

"The ruling High State Council which cancelled parliamentary elections two years ago and took power illegally has now violated Algeria's constitution once again," said the radio.

Algeria last year broke off diplomatic relations with Iran, accusing it of supporting the Moslem fundamentalists. The radio said some military units had joined a newly formed Islamic Liberation Army in Algeria.

servicing its foreign debt, he said. "Such a change of policy would make little sense at a time when we are close to agreeing a package of economic reforms with the International Monetary Fund." Algeria's hard currency reserves, exclusive of gold, currently stand at an estimated \$1.5bn (£1bn).

damentalists, which has cost more than 3,500 lives since the elections were scrapped, has been left to Gen Lamari. Given his credentials as a hardliner, Gen Zeroual could be better placed to seek some accommodation with FIS leaders to bring an end to the violence.

Algeria's fifth president since independence in 1962 faces two challenges. The first is to end the growing civil strife, either by talking to the FIS or by "eradication" fundamentalists, as some of his peers would wish. The second is to reach agreement with the International

## INTERNATIONAL PRESS REVIEW

### Spain

A general strike forces everyone to stand up and be counted. And so it was with the Spanish press as it reviewed last Thursday's call by the unions to bring the country to a standstill. The day after the strike, the press examined the same glass and judged whether it was half empty or half full.

A lot of people stood up and stayed away from work (many because they feared pickets) and a lot of other people went to work (many because they feared blacklists). El Mundo came out on the side of the unions and headlined "The majority backed the strike". El Pais did not and it put a laconic "The strike was not general" across its front page.

There were photographs to suit every mood. Spread across five of its six columns, El Pais used a shot of union militants standing on a railway track holding up a commuter train. El Mundo gave similar prominence to a picture of riot police in full gear protecting a shopping precinct.

La Vanguardia, the main Barcelona newspaper, highlighted a good example of Catalan consensus. Its front-page photograph had police, wearing everyday uniforms and not a baton or rubber bullet in sight, patiently persuading pickets to move along so that those who wanted to go to work, or wherever, could board the city's metro. La Vanguardia entitled its editorial comment: "A not very general strike".

The leader writers at El Pais and at La Vanguardia came out solidly in favour of what had triggered the strike in the first place: the government's decision to deregulate the

### United States

Ever since it consigned Bill Clinton to not sending his daughter to a state school, New York Times editors have not shown a general predisposition to be kind to the newspaper's long-standing liberal principles, others to a particular animus on the part of Mr Howell Raines, the Times's distinguished editorial page chief, who also happens to be a southerner.

It was therefore, perhaps, noteworthy that the newspaper's leader column took its time to comment on Mr Clinton's State of the Union message last week. And when it did, 48 hours after the event, it almost skipped over any comprehensive assessment, preferring instead to turn its critical gaze on the omnibus crime bill already passed by the Senate. Just about all it could say in his favour was that "with a combination of smart legislation and public education, Mr Clinton can make it hard for the Republicans to reassert their claim on the crime-prevention franchise".

Another newspaper whose editorials, for different ideological reasons, do not like the president much, the right-wing Wall Street Journal, was horrified by his "dictat" on healthcare, threatening to veto any bill that does not include universal

insurance coverage ("If anything like the Clinton plan ever passes, don't get sick"). But, in its own typically quirky, semi-sarcastic way, it confessed to being "impressed" by the president's holistic approach.

"What the Clinton strategy does have going for it is Bill Clinton. As the State of the Union rhetoric made clear, this is a new kind of presidency. Mr Clinton does not merely appeal to the electorate, he tries to envelope it... we have, it seems, entered the age of the co-dependency president." The phenomenon clearly worries the Journal, if only because of the off-chance that it might work.

Other comment ranged all over the journalistic lot. The Washington Post commended a "strong speech," the San Francisco Examiner found it "totally passionless" though the San Diego Union-Tribune thought it "highly emotional". The Baltimore Sun rated the president "more experienced, more confident," the St Louis Post-Dispatch "lacking initiative", while the Los Angeles Times complimented "a doubly daring venture" that was "far more than rhetoric".

### Australia

The comings and goings of top personalities have dominated the Australian papers all week. For Alan Griffiths, the nation's up-and-coming mobile industry minister, it was a question of going. The Melbourne Age revealed at the weekend that party funds had been used in the ailing business, and although denying any impropriety, Mr Griffiths resigned.

The irony of having a promising ministerial career unspiced by a sandwich shop in Melbourne's Moonee Ponds suburb - "best known to most Australians as the home of Dame Edna Everage" - did not escape the Sydney Morning Herald. "It looks bad when the minister in charge of industry development in Australia cannot profitably run a sandwich shop," it commented. Next day, under the headline "A legend in its own lunchtime" the Herald profiled the satirist, explaining why gleeful competitors reckoned chicken and avocado sandwiches at \$2.70 (£1.20) were a non-runner.

But it was the arrival of Prince Charles, and the subsequent Australia Day luncheon by David Kang, an anthropology student, which commanded most attention. The Australian press, not overfused by the royal visit at the outset, cleared its front pages on Wednesday - although The Australian still gave more prominence to the prince's conciliatory remarks on the republic issue than it did to the Kang incident.

But much-applauded royal sang-froid didn't seem to win votes. By the weekend The Sun-Herald was citing a mid-week poll of 600 people in Sydney and Melbourne which showed that public support to retain the monarchy had dropped to around 41 per cent, from a previous high of 52 per cent. "Republic Rockets", it declared, adding - in letters one-fifth the size - "but our boosters Prince Charles".

### Brazil

The defeat inflicted on Brazil's finance minister, Mr Fernando Henrique Cardoso, last week,

when Congress failed to pass his proposed corporate tax increase, gave the media a chance to mull over the outlook for October's presidential elections.

Mr Cardoso's troubles stemmed from Congress' inability to muster a quorum. He criticised the congressional habit of taking long weekends away from the capital Brasilia. But the press wondered if his enemies had used the episode to damage Mr Cardoso's election chances.

The Gazeta Mercantil, the main business newspaper, talked of an accord between the centre-right parties to delay Mr Cardoso's economic restructuring plan, seen as the first step to his candidature. The paper said the plan still looked likely to go ahead, but the minister was running out of time.

The election front-runner, Mr Luis Inácio Lula da Silva, of the left-wing Workers' party, went campaigning in Amazonia and was pictured planting trees and wearing an Indian headdress. The weekly news magazine Veja concentrated on infighting within the Workers' party and said industry was confused over who was in charge.

Mr da Silva's near 20-point lead in the polls has started to worry politicians of every hue. It even prompted the right-wing mayor of São Paulo, Mr Paulo Maluf, to say he might stand down from the race if it helped someone else beat Mr da Silva. But perhaps Mr Maluf, not renowned for his modesty, is losing his touch. On Saturday he crashed his Porsche 911 in the rain. Luckily he was unharmed.

Contributions from Tom Burns in Madrid, Jack Martin in Washington, Nikki Tait in Sydney and Angus Foster in São Paulo.

## GOVERNMENT OF THE STATE OF CEARA

### Central Committee for Bids - Bidding Notice

#### International Open Bid No 002/94

The Central Committee for Bids, on behalf of the Secretary for the Urban and Environmental Development of the State of Ceará, invites all the Brazilian construction companies and the foreign national companies in countries which are members of the International Development Bank (IDB) to participate in the International Open Bid No 002/94, for the purpose of executing works and services for the BASIC SUBSTRUCTURE PROGRAM - SEWER SYSTEM OF THE CITY OF FORTALEZA. The related works and services are the following:

LOT	LIST OF THE WORKS	EXECUTION TIME (SUCCESSIVE DAYS)
01	02 Water Raising Stations with flow of 410-1420 l/s	340 days
02	04 Water Raising Station with flow of 6-340 l/s	340 days
03	SUB BASIN K1-25.2 km Sewer System plus 1,171 house connections	480 days
04	SUB BASIN K2-94.8 km Sewer System plus 9,773 house connections	480 days
05	SUB BASIN O5-49.3 km Sewer System plus 7,222 house connections	540 days
06	SUB BASIN O6-46.7 km Sewer System plus 9,544 house connections	540 days
07	SUB BASIN E1-2, 84.3-30 km sewerage, 20 km sewerage	570 days
08	SUB BASIN QP-40 km Sewer System plus 7,217 house connections/SUB BASIN E1-4-2.8 km sewerage	570 days
09	SUB BASIN CE3-CE3-45.6 km Sewer System plus 10,726 connections/SUB BASIN E1-5, E2, E2.1-8.0 km sewerage	570 days
10	SUB BASIN S01, S02-82.4 km Sewer System plus 7,089 connections	570 days
11	SUB BASIN S03-35.7 km Sewer System plus 5,113 connections	570 days
12	SUB BASIN C1.5, C3.6 (NORTHERN PART OF CHANNEL C3.5)-1.9 km sewerage	570 days
13	SUB BASIN S04, S05-132.1 km Sewer System plus 14,674 connections	570 days
14	SUB BASIN A2, A2.1, A2.4, C3.3-9.6 km sewerage/120 km sewerage	570 days
15	SUB BASIN A3-9.9 km sewerage/12.9 km sewerage	570 days
16	SUB BASIN A4-13 km sewerage/4.8 km sewerage	570 days
17	SUB BASIN S07-47.4 km Sewer System plus 3,600 connections	570 days
18	SUB BASIN S08-42.5 km Sewer System plus 12,454 connections	570 days
19	SUB BASIN C1, C1.2-1.5 km sewerage/13.3 km sewerage	570 days
20	SUB BASIN S09, S09-48.6 km sewerage plus 1,075 connections	540 days
21	SUB BASIN CA, CA-3.2 km sewerage and 7.6 km sewerage	540 days
22	SUB BASIN S09, S09-47.8 km Sewer System plus 10,147 connections	540 days
23	SUB BASIN C1.2, C1.1, C1.1.1, C1.1.2-4.6 km sewerage	540 days
24	Installation of 30,000 water meters	300 days
25	Installation of 20,000 water meters	300 days
26	Installation of 30,000 water meters	300 days

All the above works will be funded by the Basic Substructure Program-Sewer System of the City of Fortaleza through partial financing from the International Development Bank (IDB) under the terms of an agreement between that Bank and the Government of the State of Ceará and the contracting of the works shall comply with the provisions of the financing agreements no. 695/OC-PR and 892/PR-PR signed by the parties on December 9, 1992. The capacity documentation and the bidding must be delivered on May 5, 1993 at the São Paulo Office, 224, Alameda, Fortaleza-Ceará, in two separate sealed envelopes which must contain Envelope "A": Capacity documentation; Envelope "B": Bidding.

The procurement shall be finished by the Secretary for Urban and Environmental Development, at the Centro Administrativo Virgílio Távora - Combos - Fortaleza - Ceará, Brazil, under the payment of the fee in the amount of CR\$ 40,000.00 (forty thousand cruzeiros reais), from January 31, 1994 to April 23, 1994.

Fortaleza-CE, January 31, 1994

The Committee

SECRETARY FOR THE URBAN AND ENVIRONMENTAL DEVELOPMENT OF THE STATE OF CEARA - SDU

مكتبة



## Manufacturers fear rushed decision

## EU in disarray over China trade row

By Andrew Hill in Brussels

Plans to end a debilitating row within the European Union over trade with China are in disarray, with only seven days to go until ministers are supposed to settle the issue.

EU diplomats will meet in Brussels twice this week to try to decide whether to recommend abolition or harmonisation of national quotas on certain Chinese imports to the EU, including bicycles, kitchenware, training shoes and toys.

US and European manufacturers with plants in China are afraid that after more than a year of indecision, foreign and trade ministers may now rush into an agreement on a series of EU-wide quotas at their meeting next Monday.

Makers of expensive training shoes, such as Reebok and Nike, are particularly worried about proposals for restrictive

quotas on their Chinese-made products. There is also concern about the proposed limit on toys, which the European manufacturers say is unnecessary, and the planned quota for Chinese bicycles, which are already subject to anti-dumping duties.

At the same time as approving the Gatt world trade accord on December 15, EU foreign ministers agreed to strengthen the Union's trade defence mechanisms, making it easier to act against dumping and subsidised trade.

In principle, that agreement was supposed to lead to an accord at next week's meeting on the abolition or harmonisation of thousands of national quotas on imports from "state trading countries", the most important of which is China.

Most of those national quotas will now disappear, but member states are locked into a familiar row between north-

ern "liberals" - Germany, the UK, Denmark and the Netherlands - and a southern camp, led by France, about which of the few remaining quotas to harmonise at EU level. They are also unable to decide how strict the quotas should be. Germany is particularly concerned about the situation, because it abolished all its remaining national quotas at the beginning of last year.

"The December 15 compromise was the kind of political deal that you make by providing some nice wording, but with all due respect to the Belgian presidency it wasn't a compromise in the sense of bringing minds together," said one national official last week.

National quotas can no longer be enforced, because last year's abolition of controls on goods at internal EU borders makes it impossible to check on products leaving or entering member states.

## Beijing extends freeze on new capital projects

By Tony Walker in Beijing

China has extended its freeze on new capital spending projects until the end of this year as part of efforts to combat inflation and ensure key existing infrastructure projects are adequately funded.

The state council, China's cabinet, announced at the weekend that "no new fixed-asset investment projects" would be approved, with the aim of keeping a "tight rein on the country's fixed-asset investments in 1994".

The decision effectively extends a ban on borrowing

for new projects instituted last July under a 16-point programme designed to stabilise the rapid growth of the economy. The leadership has promised to lower growth to 9 per cent this year compared with 12.8 per cent last year, but it faces a delicate task.

A western economist in Beijing said the state council's decision did not amount to an outright ban on new projects. Those that were self-funded or where funds were secured abroad would be allowed to proceed.

The council statement made it clear that a target of the

investment freeze was property development, including industrial zones. Last year's explosion of speculative investment in both was blamed for China's overheating problems. Fixed asset investment grew by 47 per cent in 1993 compared with 1992. This year's target is for 14 per cent growth to Yn131bn (£10bn) compared with last year's figure of Yn115bn.

The state council is also calling for closer supervision of foreign investment to "encourage investment in domestic infrastructure and basic industry".

## Wave of executions in anti-crime campaign

By Tony Walker

Dozens of alleged criminals have been put to death across China in what appears to be an attempt by the judicial authorities to clear their books before the Lunar New Year holiday, traditionally an occasion for family reunions.

Reports over the past few days from Beijing, Guangzhou, Shanghai and elsewhere indicate a widespread campaign is under way to remind the populace of the severe penalties for a wide range of crimes.

According to a recent report by an Australian human rights delegation, at least 55 offences carry the death penalty. The delegation expressed concern that categories had recently been extended to include "eco-

omic crimes" such as embezzlement and the production of counterfeit goods.

International human rights groups regularly question China's predilection for capital punishment as a means of dealing with crime.

A report published last year by a mission to China led by Lord Geoffrey Howe, Britain's former foreign secretary, expressed concern about "reports of execution within public view, of instances of convicted persons being paraded in public prior to execution, and of the use of organs from executed for spare part surgery".

The Howe mission urged the Chinese to reduce the number of capital offences, to apply the death penalty more sparingly

and to introduce a code of conduct for execution that would lessen the humiliation suffered by the condemned.

Hundreds of officials, most of them relatively junior, have been executed since the anti-corruption campaign began last July. No official statistics are available for the number of executions in China last year, but the figure almost certainly exceeds that in 1992.

According to Amnesty International the number of executions annually has risen sharply since 1989, the year of the Tiananmen Square massacre. In 1989, 370 death sentences were imposed of which about two-thirds were carried out. By 1992 the figure had risen to 1,881 imposed and at least 1,079 carried out.

## NEWS IN BRIEF

## N Korea attacks US missile plans

North Korea yesterday called US plans to bolster South Korea's missile defences "warlike", and said they should be scrapped if Washington hoped to reach agreement on inspection of the North's nuclear programme. AP reports from Tokyo.

The US and the South Korean authorities will have to take full responsibility for the consequences to be entailed by their military steps, the official Workers (Communist) party newspaper said. It did not elaborate.

Last week the US disclosed plans to send Patriot missile batteries to South Korea to boost defences against a possible North Korean rocket attack.

## Gains for Taiwan opposition

Taiwan's governing Nationalist party has won local government elections but the main opposition Democratic Progressive party (DPP) and independent candidates made strong gains, Reuter reports from Taipei.

The Nationalists won 214 of 309 village and town mayoral posts at stake in Saturday's polls, which were marred by allegations of vote-buying and campaign violence. They won 260 mayoral posts in the last elections, in 1980. The DPP more than tripled its number of mayoral seats to 21 from six. The polls will not alter the balance of power in central government.

## Malaysian dam project defended

Malaysia has awarded a \$5.6bn (£2.73bn) dam project in Sarawak state to a company headed by Mr Ting Pek Khing, a local tycoon, despite environmentalists' warnings of ecological disaster, Reuter reports from Kuala Lumpur.

Prime Minister Mahathir Mohamad, launching the project, defended the government's decision and said it was vital for the country's energy needs. The project would generate 2,400MW of electricity a year, mostly for peninsular Malaysia, Mr Ting said.

## Delhi drops airline restraints

India has cleared the way for its state-owned domestic and international airlines to become publicly held companies, Reuter reports from New Delhi.

According to newspaper reports, the government has issued a special ordinance scrapping a 1953 parliamentary act that nationalised air services in the country and prohibited private airlines.

## Seoul fails to cool share deals

By John Burton in Seoul

The Seoul bourse has surged to a four-year high in spite of government efforts to cool the market. The general share index rose 2 per cent to 946 on Saturday, a day after the government announced new share issues would be increased to soak up liquidity and that financial institutions would be encouraged to sell stock.

The government wants to curb stock speculation, fearing it could divert funds from the industrial investment needed to boost economic growth this year.

The finance ministry said it would raise the amount of permitted new share issues this year by Won3,200bn to Won10,200bn (£8.4bn). This would include an initial share issue by Korea Exchange Bank and a new rights offering by the Commercial Bank of Korea. It also urged domestic institutional investors to sell Won3,000bn worth of shares.

Funds are flooding into the exchange because of low interest rates depressing the bond market and recent government efforts to stamp out speculation in the property and unofficial loan markets. Korean companies are also expected to report higher earnings.

The 7.8 per cent rise in the share index last week also reflected the inclusion on the Seoul exchange of Samsung Heavy Industries, a big ship-builder.

## SIEMENS

Information for Siemens shareholders

## Weak domestic business – growth in the international market

Different regional economic development brought Siemens uneven growth also during the first three months of the fiscal year 1994. Whereas domestic business remained weak, the company achieved high growth rates on the international market. This was due primarily to orders for large-scale projects and the first-time consolidation of Osram Sylvania, Inc., Danvers (U.S.A.). Overall, new orders rose by 15%, sales by 2%. Interim net income amounted to DM415 million.

## Orders

During the reporting period, Siemens booked new orders totaling DM21.4 (1993: DM18.6) billion. Demand continued to decline in the domestic market, where orders decreased by 6% to DM8.2 (1993: DM8.7) billion. International orders of DM13.2 (1993: DM9.9) billion exceeded last year's weak first quarter by 33%. International orders now account for 62% (1993: 53%) of the company's total. Orders for large-scale projects, particularly from Southeast Asia, and the first-time consolidation of Osram Sylvania were major factors for this development. Excluding these effects, new international orders increased by 8%, bolstered by improving economic conditions in North and South America as well as ongoing strong economic growth in Southeast Asia. With the exception of the United Kingdom, new orders from European Union member countries remained weak.

## Sales

Worldwide sales grew slightly by 2% to DM17.3 (1993: DM16.9) billion. International sales, with a 15% increase to DM10.1 (1993: DM8.8) billion, proved more robust than domestic business, for which sales decreased by 11% to DM7.2 (1993: DM8.1) billion. Without the Osram Sylvania consolidation, there would have been an overall drop in global sales of 1%. Siemens' operating units also reported mixed results. Weak domestic demand contributed to a decrease in business at the Automation, Public Communication Networks, and Power Transmission and Distribution Groups, as well as at Siemens Nixdorf Informations-systeme AG (SNI). For Industrial and Building Systems, Private Communication Systems and Medical Engineering, in contrast, stronger international business compensated for the domestic downturn; sales, however, have not yet been affected by this development. Driving business volume growth, both in terms of new orders and sales, were the Power Generation (KWU) and Semiconductor Groups.

## Employees

As of December 31, 1993, Siemens employed 400,000 people worldwide, or 9,000 more than at the end of the previous quarter. The increase outside Germany of 12,000 to 165,000 was due to the first-time consolidation of Osram Sylvania. Downsizing of the domestic work force by 3,000 to 235,000 affected virtually all operating groups.

## Capital spending and net income

Capital spending in the first quarter rose to DM1.0 (1993: DM0.9) billion as a result of increased acquisitions. These included, above all, raising the company's stake in Krupp Verkehrstechnik GmbH, Kiel, from 25% to 100%. Net income increased by 2% to DM415 (1993: DM406) million. Financial income continued to be good in the first quarter of the current fiscal year due to favorable capital market conditions.

## Siemens AG, Berlin and Munich

DM billion	1/10/92 to 31/12/92	1/10/93 to 31/12/93	Change
Orders	18.6	21.4	+ 15%
German business	8.7	8.2	- 6%
International business	9.9	13.2	+ 33%

DM billion	1/10/92 to 31/12/92	1/10/93 to 31/12/93	Change
Sales	16.9	17.3	+ 2%
German business	8.1	7.2	- 11%
International business	8.8	10.1	+ 15%

'000s	30/9/93	31/12/93	Change
Employees	391	400	+ 2%
German operations	238	235	- 1%
International operations	153	165	+ 8%

	1/10/92 to 31/12/92	1/10/93 to 31/12/93	Change
Capital expenditure and investments DM billion	0.9	1.0	+ 15%
Net income after taxes DM million	406	415	+ 2%



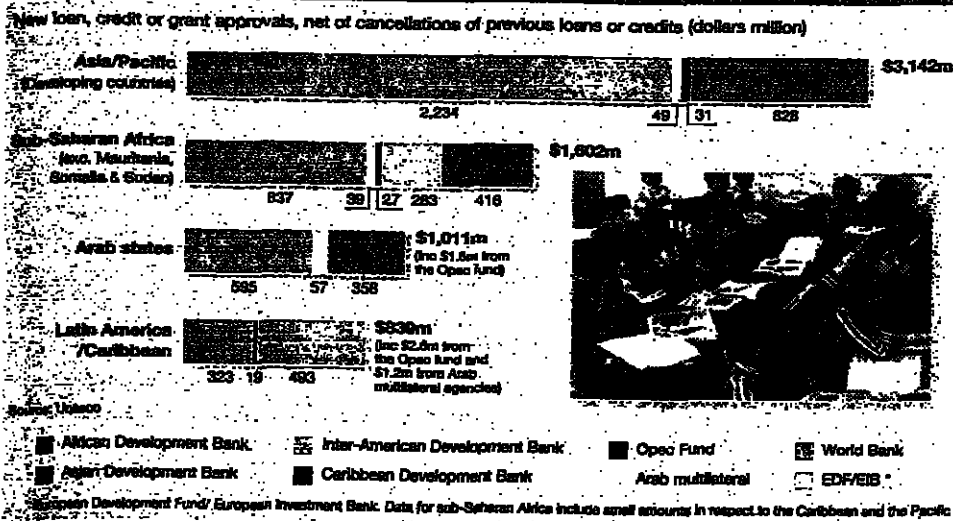




# THE WORLD'S YOUNG PEOPLE

Monday January 31 1994

Distribution of aid to education by multilateral banks and funds, 1986-1990



## Global pressures are getting worse

Emma Tucker examines the prospects for young people in a world where inequality of opportunity is all too common

It is one of the greatest achievements of medical science that of the millions of babies born this year, more than ever before will live to the age of five. Beyond that, the advances of modern society become harder to detect.

Whether coping with childhood in a Bombay slum or a Chicago ghetto, the world's youth faces growing pressures. Unstable communities, inadequate education opportunities, a lack of adult role models and slim prospects for employment are hallmarks not just of the developing world, but of the industrialised world too. The worries are likely to get worse.

According to United Nations reports, more than 6bn people will inhabit the earth by the year 2000. About half of them will be under the age of 20.

The implications are staggering. The aspirations of young people, from rich and poor countries alike, will put untold

strain on global resources. Yet the world's policy makers and business leaders have not addressed the problem of how they will cope with, let alone fulfil, these hopes.

Already the pressures show. In low-income countries, too many children still lack basic education and health care. The United Nations Children's Fund (Unicef) has calculated that while more than 90 per cent of the developing world's children start school, half, in many countries, drop out in the first few years. As a result there are now an estimated 100m children aged 6-11 not in school. Two-thirds are girls.

Mexico's economic reforms are applauded, but 1m new jobs will have to be created every year to match the rate at which young people are entering the work force, according to the University of California Centre for US Mexican Studies.

Child labour, and the serious

exploitation of working children, remain widespread as families struggle for survival under the pressures of grinding poverty and growing consumerism. Rural to urban migration adds to the social problems, placing families under enormous stress as they put up with overcrowding, unemployment and poor living conditions.

And growing poverty in urban areas has contributed to a dramatic increase in the number of street children - as many as 100m, according to some estimates.

The difficulties facing youth are not confined to the poorest countries. Even societies with the highest levels of income are failing to provide for the needs of all their young people.

Low academic achievement, school drop-outs, alcohol and drug abuse, teenage pregnancy, vandalism and violence are on the increase in the



industrialised world. According to Unicef, the US - with 20 per cent of its children living below the national poverty line - has more than double the child poverty rate of any other industrialised country.

In the UK, according to a study from Fordham University's Institute for Innovation in Social Policy, children are worse off today than they were in 1970.

Rising divorce rates and the increase in single parent families, together with the failure of governments to alleviate poverty through social services, have also resulted in children increasingly being deprived of parental time and attention.

The consequences of growing stresses in family life are beginning to show up in some disturbing statistics. Many nations face a steady rise in teenage violence and suicide, drug abuse and - harder to quantify - disaffection, demoralisation and disillusionment.

"We have tended to avoid this issue of values, feeling that it is a sensitive area, best left to parents and schools," says Mr James Himes, director of the International Child Development Centre, for Unicef. "But schools do not do a good job of teaching values, and families, particularly low income families, have such trouble holding together just to survive that they do not have

time to worry about the ethical dimensions of child raising."

The economic and business implications of neglecting these problems speak for themselves.

Few governments have addressed the problem of how their economies can create enough new jobs to absorb the rapid growth in the number of young job seekers. Furthermore, there is an enormous price - social and economic - associated with the increasing number of people born in poverty - and likely to remain in poverty with little education and few job related skills.

For business, this promises to be a long term problem. Employers rely on youth to

provide a good, dependable workforce. They also represent companies' future consumers.

"It is enlightened self-interest for us to invest in young people," says Mr Joe Stewart, the senior vice president of Kellogg. "We are investing in them as future human beings, but also as future strong consumers. How better to operate than with a strong market around you?"

The long-term benefits of investment in youth for governments and the private sector are clear. For example, the East Asian countries that have enjoyed such breathtaking growth over the last decade invested heavily in human as well as physical capital.

A report from the World Bank shows that in eight east Asian "superstar" countries, a bigger share of education spending was allocated to basic primary and secondary education - vital for a skilled workforce - than to universities. For example, in the mid-1980s, Indonesia, South Korea and Thailand spent more than 80 per cent of their respective education budgets on basic education.

Compare this against the primary and secondary education spending figures in Argentina and Venezuela, with respective allocations of less than 50 per cent.

Continued on page III

Can you provide the energy the world needs today and preserve the earth for the generations to come?

Mankind needs energy to fuel the processes that create light, heat, shelter, transportation and goods - the basis of our modern civilization. Yet as the world's population grows, so does the demand for improved quality of life. Energy

consumption increases daily, and with it the threat to clean air, pure water and fertile soil. These natural resources are not inexhaustible.

It is not too late. Man's creative ingenuity can solve the problems he has caused. ABB provides some of the answers. As a global leader in electrical engineering we have the technical expertise to generate, transmit and distribute energy with great efficiency. Our leading environmental control technology reduces environmental strain. Our industrial systems improve productivity, reducing the amount of raw materials and energy required. And our advanced train and mass transit systems help to conserve energy, too.

ABB is committed to the principle of sustainable development. The balance between mankind's needs and the conservation of the natural resources of our planet depends on clean and efficient technology in the fields of electrical engineering, industry and transportation. That's where we come in.

Yes, you can.

**ABB**

ABB Asea Brown Boveri Ltd., Reader Services Center, P.O. Box 822, CH-8021 Zurich



## THE WORLD'S YOUNG PEOPLE II

Bronwen Maddox looks at world population projections

## Reality remains taboo

According to United Nations forecasts, the population of the world is likely to double - to more than 10bn people - by the middle of the next century.

This will be one of the biggest forces shaping living standards of future generations. Although growth will take place almost entirely in developing countries, few countries will be able to insulate themselves from the effects.

However, population growth was a taboo topic at the Rio Earth Summit in 1992, although it is the source of increasing pressure on natural resources and the environment in many regions. Governments felt that the sensitivity of the issue was so great - provoking debates about differing cultural and religious values - that it would frustrate attempts to reach agreement on other fronts.

Even at the time of the summit the omission appeared a serious weakness, as Prince Charles pointed out. In retrospect, that is clearly true. Although countries put their names to Rio's two treaties on climate change and biodiversity (the variety of the world's

wildlife), many have found difficulty in drawing up realistic plans for curbing environmental damage.

The omission has also allowed the notion of "sustainable development" to remain confused. That principle, which governments attending Rio pledged to observe, does not define whether resources are to be preserved at a certain level for each person or simply for each country. Countries with rapidly growing populations will find it almost impossible to preserve resources - however defined - on a per capita basis.

But although the projected increase in the world's population is formidably large, it is much less than many people feared two decades ago.

Prominent among 1970s doomsters, the Club of Rome (an international group of industrialists, scientists, econo-

mists and statesmen) predicted that food, energy and raw materials would run out. Since then, food production has increased while population has slowed. The drop in the birth rate in many countries now looks like one of the development successes of the past two

decades. Many Asian and Latin American countries have had particular success in bringing down the rate of population growth.

India, for example, now has a fertility rate - the average number of children per woman implied by the current birth rate - of about four. That fig-

ure shows a fall of about one third over the past two decades - although still higher than the figure of just over two children per woman which would maintain a static population.

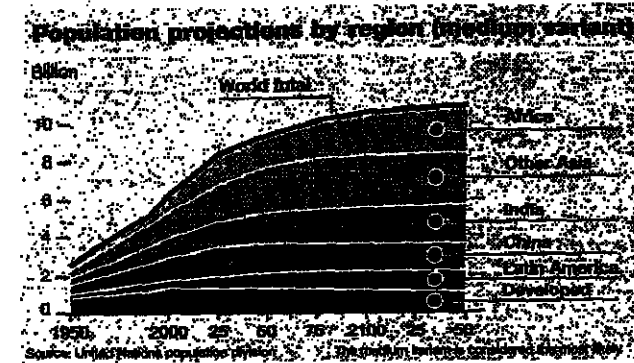
However, across much of sub-Saharan Africa, fertility rates have been running at more than six children per woman. Demographers studying why some countries have had more success than others point out that there is no straightforward formula to apply. Longstanding assumptions that as a country develops, its birth rate falls, fail to explain some of the patterns now observed.

Sri Lanka, Thailand, Bulgaria and Kerala in India have all shown sharp falls in family size despite relatively low prosperity, while the Gulf states have maintained fertility rates of more than three children per woman during a period of fast

economic growth. Instead, demographers are having to put together a more complex picture, in which access to contraception, the level of female education and the availability of jobs for women all play a part.

There has also been international concern about the measures sometimes employed to restrain birth rates, particularly in China, which has fiercely applied limits on family size. The scale of China's problem is undeniable: China now has nearly a quarter of the world's population on about 7 per cent of the world's arable land.

According to government figures this year, the fertility rate has fallen to about 1.9 from 2.25 children per woman in 1990. That is nearly as low as western European and US rates, and less than half that of India. But the measures used



by the Chinese government - including limiting urban families to one child - have provoked criticism that the Chinese government is infringing human rights.

Despite those qualifications, the falls in many countries' birth rates have outstripped expectations. But demographers and environmentalists warn against complacency, even if the doom-mongers have not been proved right. They point out that even at current rates, population growth will still put severe pressures on natural resources and on the quality of the environment.

They also argue that the ageing of the populations in industrialised countries and the steady fall in the average age of the population in developing countries will bring further pressures. Children under 15 years old currently outnumber the elderly by one third in Europe and North America. But pensioners will soon outnumber children in Europe and North America for the first time, the United Nations Population Fund (UNFPA) has said.

Mr David Coleman, a demographer at Oxford University, says that environmental degradation, pressure on resources

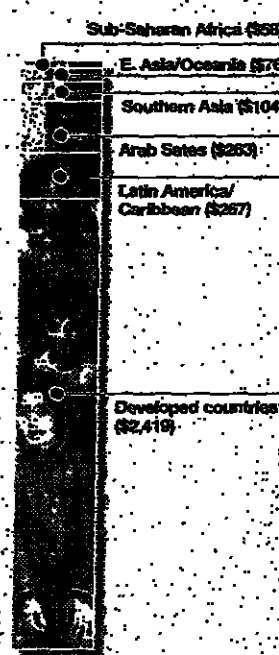
and the search for jobs will cause industrialised countries to be confronted with an unprecedented influx of immigrants from poorer countries. Mrs Nafis Sadik, director of UNFPA, has also warned of these pressures - even taking account only those who have already been born. More than 2m immigrants are believed to have entered both Europe and North America over the past two years alone. So far, Poland, Hungary and Czechoslovakia have taken the brunt of Russians, gypsies and Romanians from the east, but political chaos in Russia could intensify westward migration.

Governments and international agencies for aid, development and the environment may still be coy about addressing issues of curbing population growth. But they will increasingly find the subject unavoidable. Worries about consumption of resources and degradation of the environment are well-established. But migration may be the factor which finally makes countries worldwide - industrialised as well as developing - face these questions.

Education shows only patchy improvement, writes John Authers

## 'Knowledge gap' is still widening

Public recurrent expenditure per pupil in pre-primary, first and second level education 1990 (dollars)



The world's young people, in the 1990s, live in the shadow of a "knowledge gap".

While it continues to widen, the chances of the young generation in the developing world being able to help their nations achieve lasting economic progress remain slight.

The second report on world education, published at the end of last year by Unesco (the United Nations Educational, Scientific and Cultural Organisation), provides stark evidence of the gap in educational provision between richer and poorer nations.

While many nations are now making real progress, goaded by the improvements made by the Pacific Rim countries on the back of strong national training systems, other areas - particularly sub-Saharan Africa - are being left further behind.

The nine most populous developing nations - China, India, Indonesia, Nigeria, Brazil, Pakistan, Bangladesh, Mexico and Egypt - last December demonstrated that they thought increased educational provision was the key to economic progress, and stemming population growth, by pledging to provide their children with universal education "by the year 2000 or at the earliest possible moment".

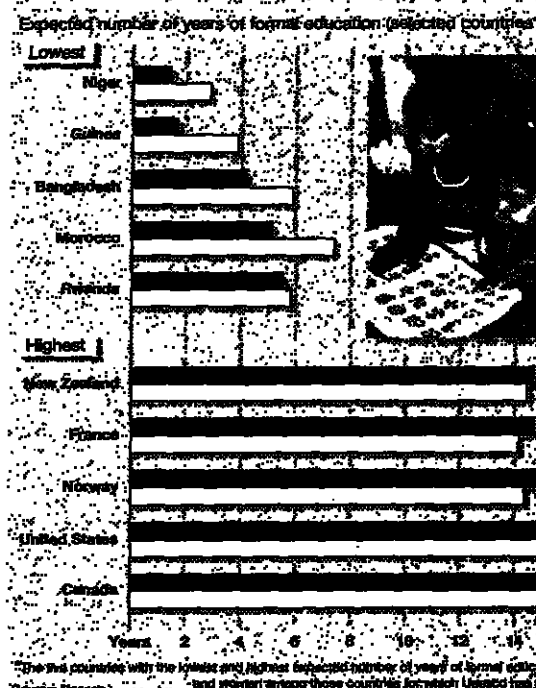
Within the poorer nations, research reveals another "gap". In the developing world, girls are still thought unlikely to contribute economically, and receive far less education than boys. In many cases their families do not think it is worth it, thwarting any attempt by the state to improve girls' chances in life. Unesco's figures on the school life expectancy - how

long a child can expect to stay in formal education - in different countries make depressing reading. Africa south of the Sahara and southern Asia suffer the greatest problems.

In the Saharan nation of Niger, girls can expect to stay 1.4 years in school, while boys do scarcely better with 2.8. In Guinea, girls can only expect 1.6 years in school, while in populous Bangladesh, boys receive 5.8 years at school, compared with 4.2 for girls.

In both Niger and Guinea, textbooks are available for less than 30 per cent of primary school children, and the school year is short. Comparative figures show that Canadian girls can expect 16.5 years of formal education (a year more than their brothers). Both boys and girls devote more than 15 years to formal study in the US.

Estimated school life expectancy, 1990



However, some parts of the developing world now provide as much education as member countries of the Organisation for Economic Co-operation and Development.

For example, South Korea educates its children for an average of 12.5 years - more than Australia, level with Japan and Sweden, and only slightly behind the UK. Several Latin American nations now have an educational life expectancy of more than a decade.

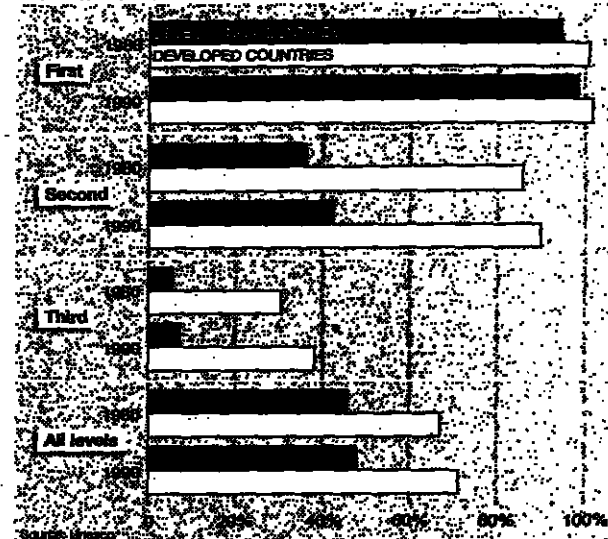
Unsurprisingly, low educational provision has led to illiteracy in later life, and according to Unesco, most adults in southern Asia and sub-Saharan Africa are illiterate. The total number of illit-

erate adults is still increasing in sub-Saharan Africa, the Arab states, and in southern Asia.

However, the overall "literacy gap" appears to be declining, as better-educated children in other parts of the developing world reach adulthood, and there is some confidence that much of the current disparity - particularly in sub-Saharan Africa - can be explained by the wide range of local languages.

In Ethiopia, for example, the education ministry has introduced the use of four national languages - Oromigna, Tigrigna, Sidamigna, and Wolaitigna - in primary schools, rather than the official language of Amharic.

Enrolment rates by level of education



The reform should improve the standards of general education, because children will be instructed in the language they use at home, but it may be that overall literacy statistics will prove harder to compute.

While problems with basic literacy and other skills may prevent emerging generations from providing the "engine room" of increased economic output which developing countries need from them, disparities in higher education may in the short term be even more damaging.

Lack of a developed higher education system critically damages competitiveness, as it becomes impossible for a nation's industrial and research and development communities to keep abreast with developments elsewhere. Most Latin American and Asian countries now have university enrolment levels which conform broadly with univer-

sity entries in the OECD nations - Unesco reports show that sub-Saharan Africa is now alone in suffering from a "higher education gap" by comparison with the rest of the world.

Foreign exchange programmes account for a smaller proportion of students than they did 10 years ago, and most aid for developing countries now comes through direct aid from banks and funds. Nearly half of this goes to the Pacific Rim countries, whose education systems have already been extensively reformed.

As this aid is in the form of loans which will have to be repaid by the countries which receive it, and much money has been spent on physical infrastructure and buildings, which create their own recurrent costs, it seems, still, that nobody has a clear grasp of how the "gap" in higher education can be closed.

Money spent on children's health is not going where it is most needed

## The picture still looks grim

The world spends \$2,000bn on health care a year; the rate at which health has improved since 1950 is unmatched in history. So says the World Bank's recent report, Investing in Health, published last summer.

But the Bank also points out that the impressive sums are deceptive. For the money is "either spent on the wrong things, or wasted." There should be more "barefoot medicine" and a wider campaign against poverty: for example, better education for girls and young women, which would result in better child health and smaller families.

Nevertheless, the report is at pains to say that big spending on health - and it argues that more is needed - does not simply result in more babies and all the dire consequences of over-population.

It results in lower child mortality rates and fertility rates (after a lag of a couple of decades), as population growth rates in Asia, Latin America and Africa have shown. Furthermore, it saves money. The potential savings add up to billions of dollars, because premature death or disability lost the world (on the Bank's estimate) 1.4bn years of healthy (in many cases, productive) life in 1990 alone.

But the money is still not going where it is most needed. According to Unicef's annual report on the state of the world's children - a sometimes harrowing document - 8m children still die every year from five preventable diseases: measles, whooping cough, diarrhoea, tetanus and pneumonia. Even more grim: 1m children have been killed, 4m seriously injured, and 6m have become refugees or orphaned as a result of wars in the past decade.

A child born in 1991 in Romania or even in Turkey, on

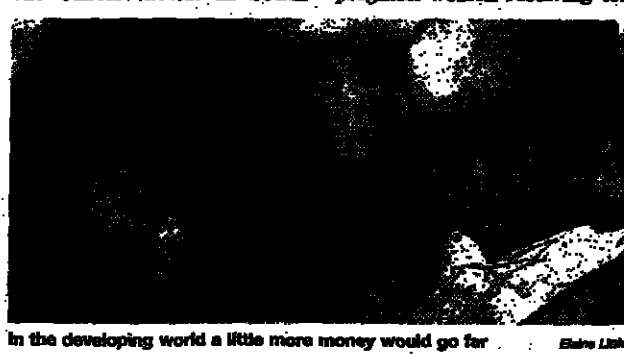
the borders of the European Union, is five times more likely to die in the first year of life than a child born in Switzerland, Iceland, Sweden, France or the Netherlands. In Turkey there are more than 56 deaths during the first year of life per 1,000 live births, compared with 10 in Sweden. Mortality rates in the third world are considerably worse.

In the Irish Republic only 10 children per 1,000 live births die before the age of five - Ireland comes near the top of the Unicef tables. In South

the borders of the European Union, is five times more likely to die in the first year of life than a child born in Switzerland, Iceland, Sweden, France or the Netherlands.

In Turkey there are more than 56 deaths during the first year of life per 1,000 live births, compared with 10 in Sweden. Mortality rates in the third world are considerably worse.

In the Irish Republic only 10 children per 1,000 live births die before the age of five - Ireland comes near the top of the Unicef tables. In South



In the developing world a little more money would go far

America the average equivalent figure is 54, in East Asia 57, in South Asia 131 and in sub-Saharan Africa 183. In some African countries almost one third of all children die before the age of five.

Looking at maternal mortality, the European average is 13 deaths in childbirth per 100,000 births. In South America the comparable figure is 210, in South Asia it is 490, and in sub-Saharan Africa almost 600 mothers die in childbirth per 100,000 live births.

But even wholesale redistribution of all the money spent on health could never achieve an equal chance of survival. Mortality rates arise from several different factors, such as what social and economic group a child is born into, gen-

eral standards of living, housing and diet.

Access to vaccination is also crucial: there have been big leaps forward in the global immunisation programme. The proportion of children immunised against tuberculosis, measles, diphtheria, pertussis, tetanus and polio rose from 5 per cent in 1977 to 20-30 per cent in 1993. By 1990, immunisation programmes against polio, diphtheria and measles had reached 90 per cent of all children, with 35 per cent of pregnant women receiving tet-

anus shots. The lowest rate of vaccine coverage was in sub-Saharan Africa.

Lurking behind the call to redirect (and slightly increase) the \$200bn spent world-wide are wide disparities in health care resources, and the resulting mortality and illness rates. The Bank says that if more money was spent on preventing or curing the most common killers, such as measles, whooping cough, complications of pregnancy and water-borne diseases, in parts of the world, millions of lives could be saved relatively cheaply.

In the developing world, where the amount spent per head on health care is a only a fraction of that spent in the developed world, a little more money would go a long way.

By contrast, the Americans spend 14 per cent of the US gross domestic product on health care, compared with 6.1 per cent in the UK, and 8 per cent in Germany, France and Sweden.

Improvements in the developing world's health and child mortality rates will to a large extent depend on the commitments undertaken by countries of the developed world, and improving the health of the world's children will take a greater international effort.

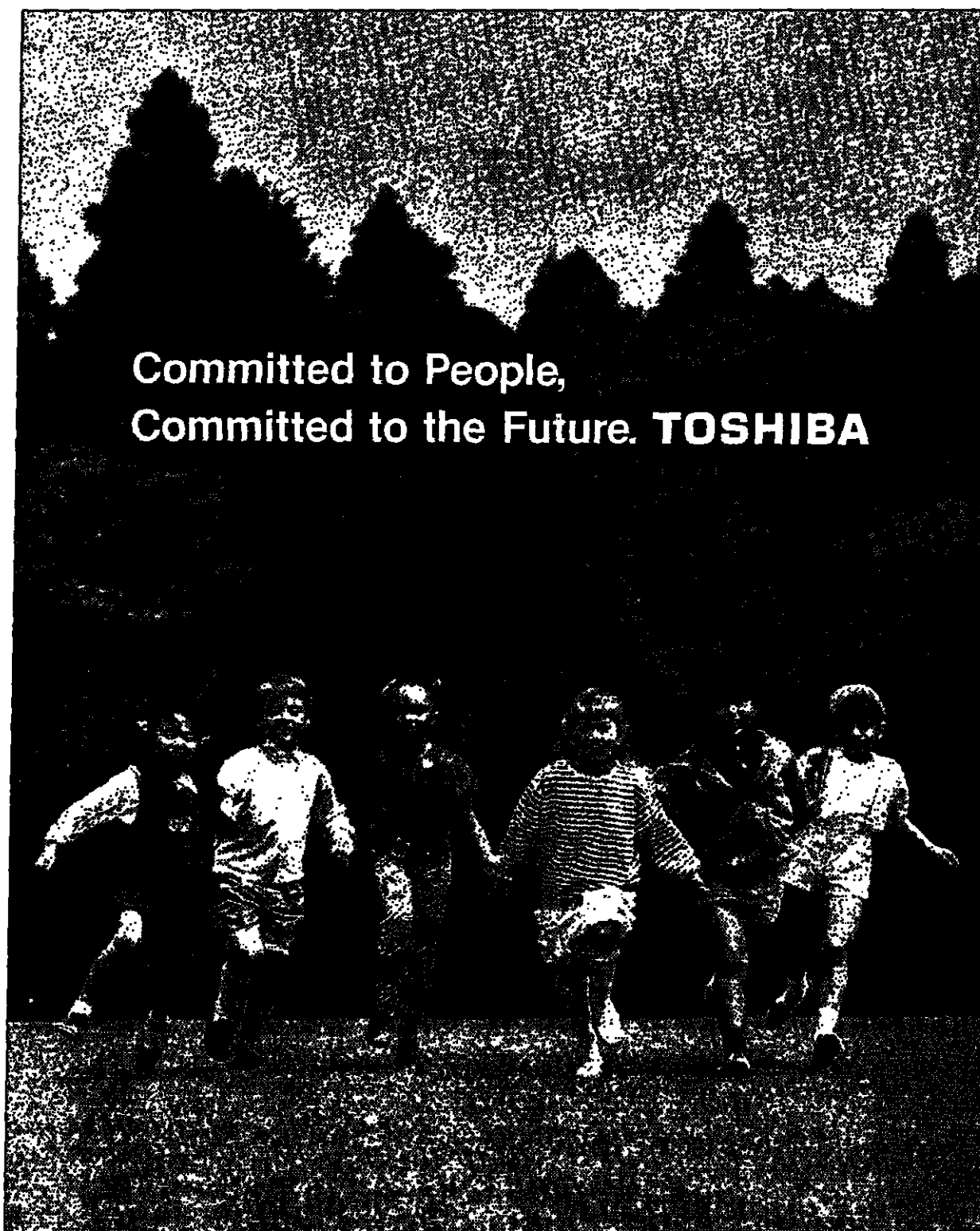
At the World Summit for Children, held in New York in 1990, 71 heads of states signed a plan of action, seeking "measurable, attainable goals" for countries to incorporate into national planning: eradication of polio by the year 2000; 90 per cent immunisation by the same date; a halving of child deaths caused by diarrhoea; and virtual elimination of vitamin A deficiency.

While developing countries - Tunisia and Zimbabwe among them - have shown themselves capable of reforming their health sectors, only 2.5 per cent of all health spending (about \$4.8bn) in developing countries comes from donors. Meanwhile, the share of total development aid for health fell during the 1990s from 7 per cent to 6 per cent.

In the UK much remains to be done. The Child Poverty Action Group, the Health Visitors' Association and the Save the Children fund argued in their submission to the health white paper in 1992: "There are clear links between poverty, environment and children's health. What hope is there for the future health of the nation if the government fails to act to improve the health of the nation's children?"

Rachel Johnson

Committed to People,  
Committed to the Future. TOSHIBA



In Touch with Tomorrow  
TOSHIBA



## THE WORLD'S YOUNG PEOPLE III

## The International Youth Foundation

# Mere survival is not enough

Battle Creek, Michigan, is a small town in the heartland of the US. It would go largely ignored by the world but for the fact that it crops up on the back of Kellogg's breakfast cereal packets.

The dozy town, sometimes smelling of toasting corn, is dominated by the Kellogg company and its sister philanthropic foundation which, according to the fortunes of its investments, vies with the Ford Foundation to be the world's biggest such charitable body.

Four years ago, a \$85m donation over three years from the WK Kellogg Foundation (WKKF) - one of the biggest grants ever made by a philanthropic foundation - gave life to the International Youth Foundation, now also based in Battle Creek.

The inspiration came from Rick Little, secretary general of the foundation, who persuaded the WKKF to award a grant, allowing him time to research and develop a new strategy for helping the world's youth.

Impressed by the fact that as much as 80 per cent of private sector giving is devoted to the creation of new programmes and pilot projects, the consensus which emerged from the two year consultation period (involving experts from 30 countries) was that more support should be given to projects which have already proved their effectiveness.

Thus a distinguishing feature of the IYF is that it steers clear of setting up new charitable programmes, concentrating instead on identifying and supporting exceptional local programmes that it believes are already making a difference, and helping them to expand.

Its philosophy, that people at grass roots level are best able to understand the problems facing young people in different countries, together with a creative approach to fund-raising and the backing of the WKKF, has proved immensely appealing to other corporate donors. Equally compelling has been the IYF's message that world prosperity depends on the well-being of its youth, a message that appeals to the business interests of many corporations.

The small staff of the IYF constantly points out that although great progress has been made in keeping more children alive, an ever greater proportion are growing up with little education, job training, productive employment - or hope.

"The basic issues of starvation, health, nutrition and survival have made significant progress," says Rick Little. "But we also need to concentrate on the issues that matter after you survive - education, training and parenting, for example. Unless we do that well, then survival doesn't really matter."

To try to ensure sustainable pro-



Enthusiasm in an International Youth Foundation programme in Ecuador

Picture: Elena Latta

grammes, the IYF encourages the creation of indigenous, grant-making country foundations which are independent of government and less influenced by donor pressures.

These foundations - there are currently seven, with another two in the planning phase - are financially endowed, with the help of the IYF, to make grants for youth programmes and to provide a channel for direct local action. The idea is that they eventually become self-supporting through local and international philanthropy.

Such a system is more likely to ensure sustainable funding for the projects. Furthermore, it avoids leaving small, economically dependent commu-

nities at the whim of donors, who may abandon projects after a few years if their priorities change.

Another IYF concern is that many donors prefer to give money for projects which address problems by categories such as literacy, drug abuse or teenage pregnancy. "This approach may overlook the fact that many problems are interrelated and require comprehensive approaches," says the IYF.

The selection of countries for partnerships aims for a regional balance; 80 per cent of the foundation's activities directed to developing countries and 20 per cent to industrialised nations. Once a country has been identified, the formal establishment and staffing of

national foundations is exhaustive, usually taking about 3 years.

In Poland, for example, there was no history of independent charitable foundations nor of corporate involvement. Yet in May 1992, the Polish Children and Youth Foundation was legally established and is today the only grant-making foundation in Poland focused solely on the needs of children and youth.

In other countries, the IYF has had to be more cautious. For example, it decided to delay establishing a foundation in Laos, where there was no legal, indigenous non-governmental organisation (NGO) structure. Beyond the partnerships (through which most IYF funds are channelled), IYF supports programmes in other countries - part of its YouthNet programme.

Any programmes that the IYF does choose to support - whether through a local foundation, or YouthNet - are put through a rigorous screening process. Nominations are solicited from NGOs, the church, business leaders, universities and international foundations, among other sources.

The IYF then "interviews" a programme to establish what its objectives are, how youth participate, and what its expected social and economic outcomes are. The programme's budget is also closely scrutinised, and tested for economic viability. The foundation further checks that a programme is independent of partisan politics.

The IYF takes a creative approach to fund raising, and is particularly keen on leveraged donations. For example, \$6.5m of the initial \$15.5m grant that the Kellogg Foundation gave to IYF was conditional on IYF raising \$13m from other sources - a \$1 to \$2 match.

IYF in turn asks its sister foundations to match donations, but varies the matches according to the circumstances of a particular country. For example, in Ecuador, the IYF gives \$3 for every \$1 that the local foundation can raise, recognising the difficulties faced by local staff in attracting corporate donations.

Of course there will always be sceptics who doubt the impact of an organisation like the IYF. In view of the scale of the problems facing the world's youth, a degree of cynicism is hardly surprising. But after only four years in existence the IYF is already having an impact, not only by helping successful programmes to expand, but by lifting the problems facing the world's youth on to the agendas of governments and business all over the world.

Emma Tucker

International Youth Foundation, Battle Creek, Michigan, US. (0101 616 969 0039)

## The Prince's Youth Business Trust

# Commitment to support youthful ideas and energy

Since its birth eight years ago, the Prince's Youth Business Trust has helped almost 20,000 young people in the UK. (In a survey on youth it is worth pointing out that its president is not Prince, the American pop star, but HRH The Prince of Wales.)

To do what? Mainly, to set up businesses. Some 15,000 have so far been set up or expanded with the help of the Trust (PYBT). Help comes in the shape of soft loans, grants, expansion loans, training, and marketing and business advice from a nationwide network of 4,567 advisers, all aimed at young people (18-29) with a good idea but no means to finance it.

But the going is not all easy. The PYBT's funds are limited, and its dependence on the private sector to match public contributions pound for pound means that it is especially vulnerable at times of economic difficulty. After all, charitable donations are hard to justify when shareholders are buying for a distribution of profits.

Gotch were among those who spotted an opportunity but lacked the means to develop the idea. When the government made it compulsory for all motor cyclists to have some training before setting out on the road, they knew that training courses for motor cyclists had to be a business winner. They started with a 25,000 PYBT loan and now operate from seven centres.

But the going is not all easy. The PYBT's funds are limited, and its dependence on the private sector to match public contributions pound for pound means that it is especially vulnerable at times of economic difficulty. After all, charitable donations are hard to justify when shareholders are buying for a distribution of profits.

The Trust describes itself as



The PYBT has helped nearly 20,000 young people in the UK

the largest business consultancy in the world which pays its consultants nothing - and estimates that it gives away \$5m a year in free advice to the supported businesses. Furthermore the Department of Employment regards the Trust as wholly cost-effective in that it costs less to help a business through the Trust than it does to pay unemployment benefit.

John Pervin, the Trust's chief executive, explains that things have been hard financially since the Prince launched a \$40m appeal on his 40th birthday in 1988. Though

the government, with all-party support, agreed to match all the money raised from the private sector, the appeal has to some extent fallen prey to recessionary pressures in the UK. Donations fell to \$3.2m in the year to June 1993 - they came to more than \$4m the previous year.

This means that the Trust's future is under serious threat. Its success rate is by any standards "amazingly constant", with over two-thirds of its businesses still trading after two to three years, but "We've only got enough money in the kitty for another couple of years," says Mr Pervin.

Though \$40m has been promised by government, only \$23m is due to come in - because the government will not match contributions if the private sector fails to make them. Since covenanted money and paying it to the Trust, a disarming number of supportive companies have gone into liquidation.

As a result, income from the 1988 appeal, as a proportion of total resources, is diminishing fast, while the numbers needing help are rising all the time. Nearly half the number of unemployed people in Britain are under the age of 30 - a figure which has risen by 150 per cent in two years.

"We are reorganising so that we can expand our fundraising," said Mr Pervin, who denies being overly disappointed that the Trust's financial livelihood is threatened by the downturn.

The fact that the Prince of Wales is involved is bound to be a help through the difficulties that lie ahead.

He has described the PYBT as "a remarkable achievement" for a "risk business." He is sure to urge companies to look generously on the Trust despite financial stringency, on the grounds that some of the young people the PYBT helps are, after all, bound to rise to the top in industry or commerce themselves.

Rachel Johnson

## Emma Tucker reviews business involvement with youth projects

# Consumers of the future

There is nothing saintly about businesses who give generously to community-based charitable projects. Philanthropy barely comes into it.

Companies are well aware that they function best when they exist within a healthy community of customers, clients, and employees.

But consumer prosperity depends on factors such as education, employment and job skills, especially for young people who are the consumers of the coming decades. This is where many businesses see their role. As Sir Allen Sheppard, chairman of Grand Metropolitan, the food and drinks giant, puts it: being involved in the community "isn't to do with do-gooding. Nor is it motivated by concern or shame that GrandMet is such a prosperous company. This is a natural involvement for any company to have".

GrandMet's case is clear: "The long term continued success of our business depends on the existence of prosperous consumers to buy those products," it says in a statement on corporate community activities.

Arguments in favour of involvement in youth strategies are probably stronger now than ever before. Some 30m people in the world live in countries that are going through radical restructuring - whether in China, India, eastern Europe or Latin America.

"In the long-term, business has got to appeal to the young people growing up in these and other countries in terms of them as future consumers, clients and employees," says Mr Robert Davies, chief executive of the Prince of Wales Business Leaders' Forum, in London.

Furthermore, the idea that government alone should worry about society's needs has gradually been eroded, paving the way for partnerships between government, businesses, local communities and non-profit making organisations. "More companies are responding with more resources and creativity than ever before," says Richard Schubert, president of the Points of Light Foundation, a non-profit organisation aimed at alleviating the most serious social problems in the US.

The growth of the International Youth Foundation - which promotes effective youth programmes across the world that have already proven their ability to make an impact - reflects the huge interest that business has in promoting the well-being of young people. In the four years since it was established, its fundraising commitments have risen from \$5.5m to \$23.54m.

Yes International, a London based foundation responding to requests from countries overseas for assistance in developing youth enterprise strategies, has - in the nine months since it was established - developed model pilots and support infrastructures in Africa, Asia, and the Caribbean, reflecting the fact that business interest in youth projects as well as willingness to get involved goes beyond the industrialised world.

Expecting corporations to get involved beyond mere philanthropy is a tall order

In India, for example, a youth business trust was recently launched, modelled on the Prince's Youth Trust in the UK. Yes reports that the success of the local trust results mainly from the generosity of local Indian industry and secretarial back-up from the Confederation of Indian Industry.

For many businesses - at least in the richer nations - significant interest in community involvement began in the early 1980s, when it became clear, as companies tackled the problem of over-manning, that unemployment was set to rise.

"We knew that with a lot of redundancies, we were going to make the situation much worse," says Sir Allen. "The natural answer was to say that 'they' - the government - would do something about it, but that was a ridiculous idea."

"Our involvement in the community is genuinely business driven, even if measuring the returns is not that easy," he adds. Like many other big companies, most of GrandMet's activities are focused on supporting young people in the world of work. These include an initiative to educate

school dropouts, a programme to help young homeless people obtain jobs and projects offering work experience in offices for children in local schools.

But business involvement with the community is not just about promoting the prosperity of future customers and employees. Companies in the US, and increasingly in Europe, find consumers becoming more discerning about which products they buy - what may tip the balance is the knowledge that a company is actively involved with the community.

"We know from 1992 Mori research that nearly three-quarters of consumers - 73 per cent - say they are more likely to buy from companies active in the community. One testament to this is the fact that Burger King restaurants which are active in their local area show an increase in their sales," says GrandMet.

Involvement in the community is also believed to motivate employees, and is something - at least when the economy is not in recession - that the best prospective recruits will look at in deciding where to work.

The idea of partnership between businesses, communities and charitable organisations is thus an attractive one for the 1990s, appealing both to the long-term business strategies of companies and to changes in the political climate.

But this approach is only any good in places where companies perceive that they have a business interest. Realistically, businesses are unlikely to give generously to the countries that most need the assistance.

Mr Davies points out that his organisation - the business leaders' forum - has to "work with the grain", which means it is unable to get business involved in Ethiopia or Sierra Leone, for example.

"The really poor countries do not have the business potential of a Poland or a China. Expecting corporations to get involved beyond mere philanthropy is a tall order."

"And that," says the otherwise optimistic Sir Allen, "is a genuine world problem."

them. Likewise, forging ties between young people and their communities will not ensure that, as adults, they will not be forced to migrate from their homes in search of a better life.

The growth in the world's population calls for decisive action by partnerships formed between government, business, non-governmental and non-profit making organisations, aimed at channelling resources towards people growing up in the 1990s. Only then will all those who make it through their first crucial years as babies have to flourish in youth, leaving in their place a better legacy for those who come after them.

There is no substitute for caring parents, but supportive adults, good schooling, proper health care and effective charitable programmes can start to make a difference. Throughout the world there exist thousands of programmes which are improving the environments in which young people live - and raising our consciousness of their needs.

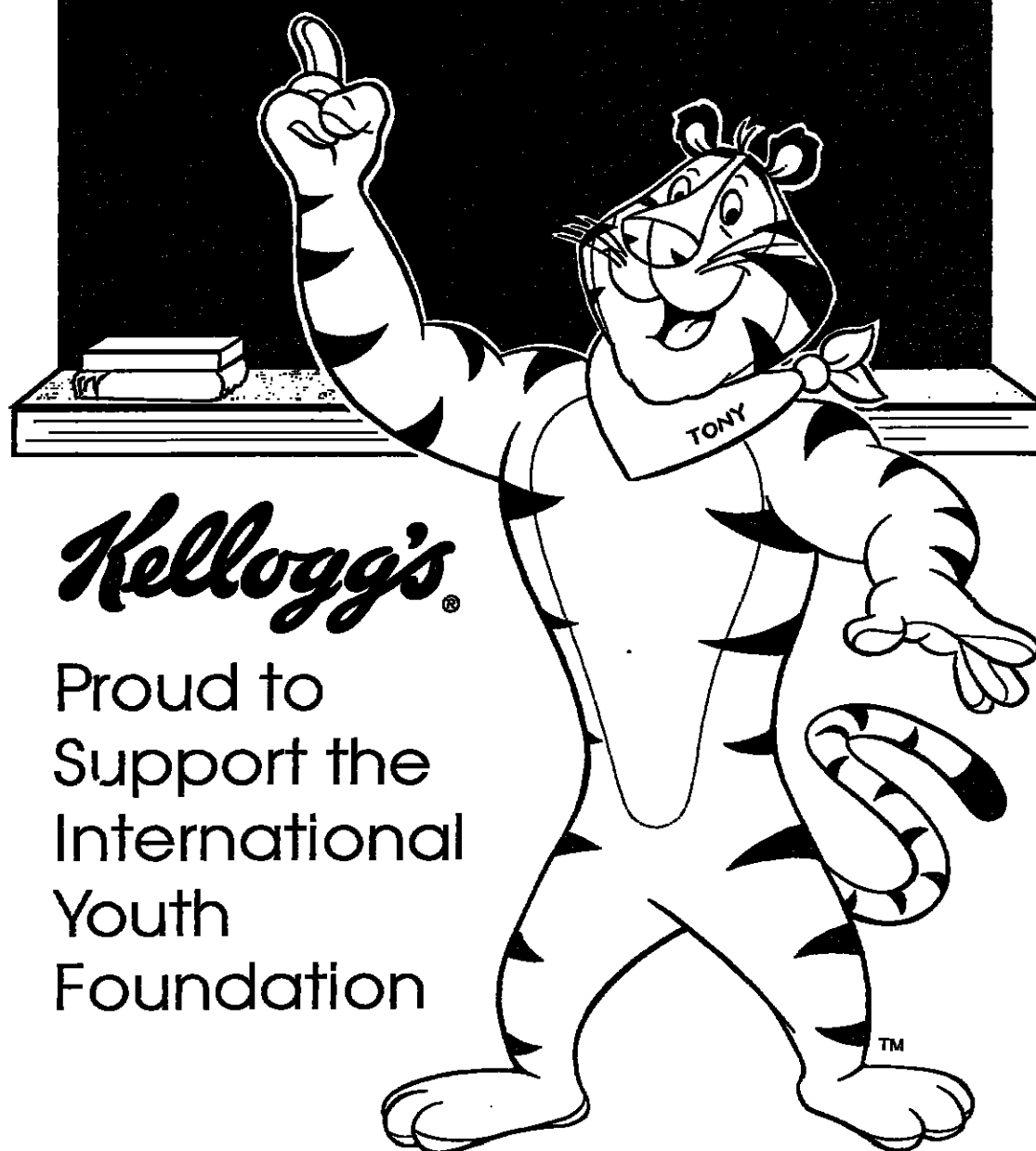
Yet philanthropy alone cannot solve all the problems. Even if young people are provided with a good education, there is no guarantee that there will be jobs waiting for

2.3 children per woman - lower than in China, Thailand, the former Soviet Union, and Ireland. One significant factor in explaining Kerala's success, says the United Nations Population Fund report, is the priority given by the state government to spending on education and health.

But in a world of diminishing financial resources, where the prevailing economic philosophy in many countries is for governments to scale down state involvement in society, how are the aspirations of youth to be met?

The impact that educating women can make shows in Kerala, the southern Indian state. Its female literacy rate of 66 per cent is almost double that of its nearest rival, while its fertility rate has fallen to the astonishingly low level of

An Investment in Our Children = A Gr-r-reat Investment in the Future



©, TM Kellogg Company © 1994 Kellogg Company

## THE WORLD'S YOUNG PEOPLE IV

Leslie Crawford profiles  
Undugu's work in Kenya

## Patchwork solutions

"Mama, I'm hungry, buy me something to eat."  
The boy's voice is soft, but his eyes are desperate. The rags he wears flap about his thin legs. I give him a sweet bun and a coupon which will entitle him to a hot meal and a bath in one of the shelters run by Undugu Society, a non-government organisation devoted to the care of destitute children.

There are more than 130,000 street children like him in Nairobi, an inescapable reminder of Kenya's decline into poverty and social strife. The children - or "parking boys" as they are known in Kenya - survive by begging, prostitution, or theft. They cheat their hunger by sniffing glue. They are regarded as pests by the police and as an eyesore by the local tourist authorities.

Every few months, police make half-hearted efforts to sweep them off the streets. As the government cannot afford to keep them in juvenile detention centres for long, the children soon return to their old haunts.

Over the past 21 years, Undugu (the name means "brotherhood" in Swahili) Society's work has evolved from rescuing children from the streets to addressing the problems that drove them there in the first place.

The core of Undugu's work revolves round providing underprivileged children with basic education and survival skills. It has also become increasingly involved in trying to relieve poverty in Nairobi's sprawling slums.

Through small loans for small business ventures, skills training and community-based health and nutrition projects, Undugu hopes it might be able to alleviate the economic hardship that causes family break-ups and abandoned children. Providing low-cost shelter for the urban poor has been another priority.

Despite Undugu's efforts, the plight of Nairobi's street children gets worse every year.

Rapid population growth, rising unemployment and structural adjustment policies have hit urban dwellers particularly hard.

Nairobi's overcrowded slums lack basic sanitation and are often plagued by water shortages. The removal of food subsidies has priced most staples, including maize, beyond the reach of most urban households. Children are withdrawn from schools because parents cannot afford school fees. Malnutrition is on the rise.

"At best, we can only provide patchwork solutions," says Friar Arnold Grol, the Dutch missionary who founded Undugu Society in 1973. "We cannot solve national problems, and we should not be a substitute for the lack of government policies to fight poverty and injustice."

Friar Grol does not believe in handouts or food aid, but he is now feeding the 1,000 children who attend Undugu's schools. "Children were dropping out because they had nothing to eat," he explains. For the first three years, children are taught basic literacy and numeracy skills. The fourth and fifth years are dedicated to learning a trade. "We teach them to become self-reliant," says Grol.

Undugu is also sponsoring 400 children in state schools and seven at university. The white-haired friar is a familiar figure round the wood and metal workshops and the garage, which train future carpenters and mechanics as well as providing Undugu with an income to finance other projects.

There is a tangible pride in what they do, as well as some grumbling about low wages. "When I look at the kids who are still on the streets, with no future, I know I am lucky to be here," says Francis, an 18-year-old carpenter.

Undugu's latest project - centres which provide street children with meals, counselling and a bath - was developed in partnership with the



Young people in developing and developed countries - Kenya (above), Poland (right), the Philippines (left), the UK (below) - benefit from programmes supported wholly or partly by the IYF. (See page 11)



private sector. Nairobi residents are being encouraged to buy coupons at Barclays Bank which they can then give to street children, instead of giving them alms. The coupon entitles children to food and a thorough scrub.

"It was our way of mobilising all of Nairobi in the care of our vulnerable kids," says Aloys Opiyo, one of Undugu's supervisors. "All of society should be involved in looking after them, not just the non-government organisations."

It was during the height of recession and the depths of dictatorship that the Vicaria Zona Norte, an outreach office of the Chilean Catholic Church, began working with children in the slums of Santiago.

The Vicaria set up its "Recreation and Urban Centres" programme in 1982. At that time Chile's economy was in shreds, savaged by the Latin American debt crisis which had produced the worst assault on living standards since the 1930s. It

was also a period of social unrest as huge unemployment and plummeting wages led to a wave of street protests against the military government of General Augusto Pinochet.

Against such a backdrop the Vicaria's aims seemed modest. It began to work with children from the poorest parts of Santiago, encouraging them to meet, play sports and discuss their problems. Most of the children came from homes (often violent) where there was little motivation or time for leisure. Many of their families had been "relocated" to squalid housing estates in the northern part of the city.

The Vicaria's main concern was "high-risk" children living in these so-called *poblaciones*, bereft of public services or recreational facilities. "The kids just used to go out on to the streets, like vagabonds," says Ana Leighton, who came to the Vicaria as a child and who is now chief programme director. "It was a period of crisis in terms of participation. Nobody took part in anything in those days. There were no unions, no political organisations. But then people began to wake up, disillusioned with having been asleep for so long."

While this has helped to drag many people out of poverty, the country's success has brought its own problems. The Vicaria now finds it harder to raise cash internationally, as charities switch funds to more needy causes. Many centres have become adept at raising their own financing.

Ms Leighton is also concerned that the growing conspicuous consumption of Chile's middle classes is creating

Unemployment in Poland has hit young people hard

## Baby boom blues

Poland's young people make up one quarter of its population. Free market reforms after 1989, and the opening of the country to the outside world, created unparalleled career opportunities.

Suddenly, even first and second year students with a knowledge of foreign languages found themselves courted by foreign companies desperate for local employees without the ingrained work habits of the socialist past. The fast liberalisation of retail and wholesale trade opened up more money jobs to the young - many of them starting as street traders - while in the media they took over key reporting posts as discredited and tired journalists faded into the background.

But, at the same time, the collapse of CMEA (the Soviet-dominated common market) and stringent policies backed up by the International Monetary Fund, together with damaging competition from imports of western goods, brought in their wake a 15 per cent unemployment rate which hit the mass of young people even harder than other age groups.

More than one third of the 8m unemployed are aged 24 and under. In the smaller towns and rural areas, where unemployment rates soar over the 30 per cent mark, four fifths of school leavers register for unemployment benefit.

Maria Holzer, the head of the Polish Children and Youth Foundation (PCYF) established in May 1992, and an International Youth Foundation partner, knows the threats this brings. She has few means to bring about solutions. "We are

seeing a rise of juvenile delinquency and drug use is on the increase as Poland becomes an important route for drug smugglers."

Ms Holzer adds that alcoholism and drug use is on the increase as Poland becomes an important route for drug smugglers.

At the same time the health of young people - never good in Poland - is not improving. Ms Holzer concludes that many kids are helpless in the

**'It is a pity that the talk of Poland's economic success gives the impression that there are no longer any needs - many kids are helpless in the face of new competitive challenges'**

face of the competitive challenges of the new times.

The foundation is seeking to address these problems. The cheerful and optimistic Ms Holzer - she is ideally suited to her task - has few illusions that even the predicted 4 per cent GDP annual growth in coming years will alleviate the worries without extra effort.

"Indeed, it's a pity that the talk of Poland's economic success gives the impression that there are no longer any needs," she says, explaining that the late 1970s baby boom, which lasted into the early 1980s and will start hitting the labour market in 1995, will bring more of the same.

The PCYF approach is to help fund grass roots initiatives which, broadly speaking, will help young people develop

their initiative and independence, teach tolerance towards others and improve their state of health.

Since 1990, before the PCYF was established, the "Islands" programme has helped school children in Chorzow, in the heart of the desolate industrial region of Silesia, to learn about democracy through a network of school parliaments.

The programme is backed by another, teaching children to care for their friends from broken homes. In Starachowice, an experimental programme running since 1987, supported by the PCYF, helps primary school teachers to deal with children with psychological problems and teaches the children themselves to care for their health. Ms Holzer says it could soon be introduced throughout the school system.

Last year the PCYF backed 107 different projects, covering a few dozen children or teachers to several thousand, spending 7.1bn zlotys (\$390,000). The approach is to stay clear of government - indeed, support for non-governmental organisations is seen as a priority.

This has given the PCYF a measure of stability as governments have changed. There may be controversy as PCYF programmes challenge old ways in a society which can be authoritarian and conservative in its attitudes and remains under the influence of the Catholic Church.

Ms Holzer denies that this has happened so far. "The range of our activity is so limited that we have yet to be noticed," she admits.

Christopher Bobinski

Recreation is central to Vicaria's work in Chile

## 'High risk' concern

The church - often the focal point of opposition to the military regime - "opened up" to this new-found need for solidarity in a society which had become deeply divided along political and social lines.

"When the kids first arrived, the games they played were violent. They had a lot of aggression. We encouraged them to play games where they would be in a team and learn to respect one another," says Ms Leighton. Recreation was central to the Vicaria's philosophy of encouraging children to develop a sense of self-worth.

"It's more than just tossing kids a ball and saying: 'Get on with it'. For us, recreation is a tool of personal development."

It was through sports and activities that the Vicaria tried to impart what it saw as values under threat: love, understanding, respect for others, sharing and solidarity. Children, organised into neighbourhood groups under the supervision of trained counsellors, played team sports, went on country walks, put on plays and

learned new dances. Once a year there was a week-long summer camp. "From the outset the child was the focal point," says Ms Leighton. "The idea was to defend the rights of children - their right to an identity, to health, education, a family and a place to live. This became our slogan."

The programme has worked with more than 4,000 children, and it has trained 700 volunteers. Today it finds itself operating in very different circumstances.

which returned to democracy in 1990 is now experiencing rapid economic growth and is seen as the "miracle" of Latin America.

Ms Leighton is also concerned that the growing conspicuous consumption of Chile's middle classes is creating

new resentment among the country's poor, especially its youth. UN criteria show nearly one in three Chileans below the poverty line.

"Lots of the kids don't have much sense of the future. They are happy today, but not tomorrow," says Ms Leighton. She says that higher education is beyond the reach of most poor children - save for the few who win scholarships. Those stranded in the slums can only watch with envy as their wealthier contemporaries advance ever closer to a western lifestyle.

Among the difficulties faced by children today, Ms Leighton highlights the rising rate of teenage pregnancies - particularly problematic in ultra-conservative Chile, where the use of contraceptives is controversial and abortion and divorce are illegal.

She is also worried by the spread of football hooliganism, and evidence that violent crime is rising. Towards the end of 1993, the press devoted much attention to the case of a 15-year-old accused of killing an eight-year-old boy for his ice-cream money. Like the James Bulger case in the UK, many commentators are using the incident as evidence that, despite the economic "miracle", all is far from perfect with Chile's children.

David Pilling

A poor child in Chicago, in the US, may never meet a successful adult

## Families torn by want

Sixty one children under the age of 15 died violently in Chicago last year, part of an epidemic which plagues all of America's cities.

For young survivors in Chicago's poorest neighbourhoods, where childhood is punctuated by the sound of sirens and gunshots and families are torn by want, the world is limited and dangerous. Education, the vehicle most often used to escape poverty, is inaccessible in the city.

Affluent and middle-income families long ago left the public school system, enrolling their children in a parallel system of private academies. What remains, and what serves thousands of poor children, has been judged the worst public school system in the nation.

One of every two students entering a Chicago public high school this year will not graduate. For boys, the drop-out rate is even higher. 70 per cent of Hispanic males who start high school do not finish, and African American boys in the city also have a dismal graduation rate. Distracted by violence and street life, many children lose interest in school by the third or fourth grade.

Chicago, the third-largest city in the US, is also the most segregated. Gaps in economic well-being among racial groups are perpetuated by gaps in educational opportunities. A poor child in the city may never meet a successful adult, has few constructive role models,

and may have little incentive to finish school.

For Walgreens Corporation, the largest drugstore chain in the US, based in Chicago, the city's educational failures provided the spark for an award-winning private initiative aimed at raising achievement levels of inner city children. Tom Mammoser, director of corporate communications for Walgreens, says the company has a natural and longstanding interest in youth.

Walgreens, with \$8.3bn in sales last year, operates in many inner city markets and has 100 stores in Chicago. "We became concerned that there be enough qualified employees for us out there," he said. "We saw all of these kids in our own city who weren't making it, and we decided to do something about it."

"That 'something' became an eight-year partnership with the Midtown Educational Foundation (MEF), a not-for-profit agency with a 30-year history of helping mostly minority children in Chicago's west-side neighbourhoods.

Midtown was already operating several after-school and summer programmes aimed at raising the educational success rates for high-school-aged boys. With a four-year start-up grant of \$190,000 from Walgreens, the MEF initiated a personal tutor-

ing program for younger children, at the ages of nine, 10, and 11. Since its inception in 1989, the One-on-One programme, as it is called, has expanded to help nearly 200 children each year stay on track at school.

The key to the programme's success has been a host of volunteer tutors, mostly young professionals drawn from Chicago's business and academic communities, who serve as role models and confidants as well as homework coaches. While there are a host of tutoring programmes in Chicago, the Midtown effort is distinctive because it rein-

forces what Midtown executive director Jim Palos calls "the whole child."

"We're not just trying to improve grades, we blend education, sports, culture to form a complete character, a person of substance," Mr Palos says. "We place a huge emphasis on becoming a successful person."

Typically, a child meets with his mentor once a week after school at a Midtown facility for an hour of personalised study, a 15 minute group discussion of values, and 45 minutes of sports. Tutors are encouraged to meet a child's family, and to understand the circumstances of the child's life.

Affiliated with the Catholic service organisation Opus Dei, Midtown runs separate One-on-

One programmes for boys and girls. Mr Palos does not pretend that his programme teaches the needed character. "We are very focused, and we aim for the average child. Our goal is to prepare them for college."

To qualify for One-on-One, a child must demonstrate that he or she has a supportive parent, who must come in for an entrance interview at Midtown. Juan Costello, an education consultant who evaluated the One-on-One programme for Walgreens, praises Midtown for its preparation of tutors, the support it provides to both children and volunteers, and for measurable achievement.

85 per cent of the children in Midtown programmes, including One-on-One, graduate from high school, and 50 per cent of those attend college. "The One-on-One programme at Midtown Centre exudes vitality," Ms Costello said in her report. "It gives one a hopeful sense of what can be done when a capable organisation helps one adult and one child become friends and grow stronger together."

The One-on-One model has been applied in other US cities, including Boston, the South Bronx district of New York, Dallas, and Washington DC. Meanwhile, Walgreens has increased its support of the programme, recently donating an additional \$450,000 to fund One-on-One through 1996.

Laurie Morse



They're just beginning to communicate.

So much of their future depends on better communications. At NEC we're building tomorrow's communications technologies today. Our advanced systems and equipment—based on the integration of computers and communications—are bringing people together in hundreds of countries around the globe. And new NEC technologies, like those being perfected in our world-class research labs, are poised to revolutionise the way today's children will learn and interact as they grow up.

C&C for Human Potential

NEC





## TIPS FROM THE TOP

## MBWA – manage by wandering around

Low Platt, chief executive of Hewlett-Packard, offers advice on keeping close to your employees

I have just completed my first year as chief executive of Hewlett-Packard, a year of escalating competition in our industry and continuous pressure on our employees to make difficult changes. Sounds familiar? Because most of our 96,000 employees around the world are struggling with tumultuous change, I made a decision at the outset to focus my managerial communication efforts on employees. Although I left little time for press interviews or communicating with other important constituents, the first 12 months presented an opportunity to gain employee support that wouldn't be repeated. I've been a believer in open, two-way employee communication throughout my career, and this year reinforced that belief.

Employee communication seems to be a fact that comes and goes in many companies. At HP, though, it is a sustained effort; in fact, it is ingrained in our company culture. There are some simple practices that have worked well at HP for more than 50 years. They are so simple that they're often rejected or overlooked. They were put in place by our company founders – Bill Hewlett and Dave Packard – when they started the business and I'm fortunate to have inherited this legacy from them.

The first rule is to trust and respect all employees. We approach each situation with the understanding that people want to do a good job and will do so given proper tools and support. This is one of the values that underlie our corporate objectives. It's evident in our lack of time clocks. Employees are trusted to keep track of their own hours. It is also evident in our placing decision-making at the lowest possible level, where invariably the best decisions are made.

Second, create an atmosphere of open communication and let it permeate the culture. At HP, we have an informal atmosphere where everyone is on first-name



Decisions are taken at the lowest possible level, where invariably the best ones are made

terms, regardless of rank or job.

We also have a number of mechanisms to encourage people to talk to each other, including: an environment where there are no doors; regular employee communication sessions in which managers update employees on the state of the business; communication lunches where employees can share ideas and identify problems in a two-way exchange with management; and coffee pots located around the company where people can gather for informal conversations. We also encourage MBWA – managing by wandering around – which gets managers in touch with people.

Third, establish an "open door" policy. At HP, any door is literally open to an employee with a problem, a complaint or a suggestion. The practice has been extended successfully to our electronic mail system and I get dozens of letters each week from employees, as do managers throughout the company. This practice has worked as well as any formal employee suggestion programme I've ever heard of, and it's much less costly.

I spent much of my first year as chief executive travelling to

HP sites around the world.

It is amazing how these principles work as well in India and China as in the UK and the US. At every site, I've made a point of having a communication session with employees. These have been invaluable for reinforcing my key objectives and learning what's on people's minds.

This is not just the job of the chief executive. People expect the entire management team to live by these values and not just talk about them. Every HP manager is accountable for communication on his or her performance evaluation. Our employee survey, conducted at each site every 12 to 18 months, is one of the best measures of how well managers are performing in this regard.

None of these practices is new. There is no magic about them. But they are time-tested, and they are the primary reasons why we have been able to attract and keep top talent, even in the most difficult times.

This concludes the present series. The FT will shortly be publishing *Tips from the Top* as a single booklet. Fax John White on 071-873-3072 for further information.

A few years ago, Yutaka Kume, chairman of Nissan, acquired a small, ready-built house, of what might be considered modest proportions, in the outskirts of Tokyo.

A photograph of Kume's dream home, sitting on an undistinguished plot of land, shocked the Japanese public when it appeared in a popular magazine.

Expensive as Japanese land prices might be, Kume's residence, located in a distinctly middle-class residential area, was not what might have been expected to be fit for the chairman of Japan's second-largest auto maker.

Executives of Japan's large and famous companies may enjoy prestige and a high profile on the international stage, but wealth is usually not one of the benefits that comes with their office.

Like Kume, many Japanese executives live in residences which would be considered humble by western standards. And unless they are self-made millionaires, or have inherited wealth, their personal fortune is likely to be so insignificant that it would make American and European executives blush at the comparison.

According to a survey last year by the Sekai Kenkyujo, a private research organisation, the average annual income including bonuses of the presidents of 46 companies listed in the first section of the Tokyo Stock Exchange was ¥37.25m (\$223,000).

Although this is about 10.5 times the average pay of first-year salarymen, according to the Sekai Kenkyujo, it is a paltry sum compared with the millions of dollars paid in remuneration to the executives of America's top corporations.

The exception to that general rule is the executive who is the company founder or belongs to the founding family, owns a large number of shares in the company or enjoys an unchallenged position at the top for similar reasons.

Yoshiaki Tsutsumi, who inherited the Seibu Railway empire from his father and was estimated by Forbes to be worth at least \$10bn in 1992, and Akio Morita, of Sony fame, who built up his radio business into one of the biggest names in consumer electronics, are two examples.

But for most so-called "salaryman managers", who are employed by public companies, such wealth is the stuff of dreams.

One reason for the low level of executives' remuneration is that unlike western companies, Japanese businesses which use a seniority-based employment system do not make as much of a distinction between ordinary employees and those with executive status.

"In Japan, the executive's job is seen as an extension of the work of other employees, so it is considered



The unassuming residence of Nissan chairman Yutaka Kume as it appeared in Friday, the popular Japanese magazine

## Wealth eludes the salaryman

Western managers are under attack for being greedy. It's a different story in Japan, says Michiyo Nakamoto

inappropriate to create a huge gap between executives' and other employees' pay," explains Sadao Ohta, director of Sekai Kenkyujo.

Nor do Japanese companies offer benefits to executives on the basis of performance, such as in the form of preferred shares or stock options which are commonly used in the west. Stock options have made many a businessman in the west quite wealthy. But in Japan, where companies cannot buy their own shares, no such system exists.

Even if it did, the Japanese view that a company's performance is the sum of employees' work would prohibit rewarding executives alone for good business results.

"Japanese companies take a long-term view of business performance which is considered the outcome of measures taken over many years rather than the result of one man's hard work," says Ohta.

At the same time, the Japanese company executive is expected to set a good example for other employees. Extravagance in any form is likely to be frowned upon and would trigger criticism at the

first signs of a business downturn or unhappiness among employees.

So while many would sympathise with Kume, his self-restraint, according to one industry official, "is a model for the Japanese salaryman."

That role of the company executive, as a mirror for other employees, has been in particular evidence during the country's present economic downturn. When business is low it is common practice in Japan for companies to cut executive bonuses and pay first.

So while Japanese salarymen face the prospect this year of a freeze on pay, many Japanese executives have already taken cuts in their bonuses, while basic pay is also down for those at some companies.

Executives at Toyota, for example, have had their remuneration cut by 30 per cent since the summer of 1992 while those at Nippon Steel have been living with on average 10 per cent less of their pay since October of that year. To add to their financial woes, Japanese executives are still expected to attend countless weddings, funerals and other

social events, and make cash gifts befitting their high social status.

However, there are some remuneration compensations. The Japanese executive does generally enjoy round-the-clock use of the company car and his own chauffeur, as well as membership of the most exclusive golf clubs, an entertainment allowance that is almost unlimited and other perks. Some companies even have luxurious housing arrangements for their president.

As a result of such benefits, it is difficult to strictly compare the remuneration of Japanese and western executives, says Koji Aoyagi, a consultant at Wyatt-Sekel, the consulting firm. With Japanese companies, it is hard to draw a clear line between perks that exist to benefit the executive and those which are provided in the interests of business, Aoyagi points out.

What is clear, though, is that such benefits only last as long as the executive retains his position at the company. For the retired Japanese executive, the exclusive golf club he has come to know so well often becomes a distant memory.

## BUSINESS TRAVEL

These days only the deeply skittish are scared of doing business in Beirut. Unless, of course, you include the fear of being hoodwinked or outwitted in what, since Phoenician days, has been one of the Mediterranean's sharpest trading cities.

Now that Lebanon has settled into peace after its bloody civil war, trade is picking up. The UK last week renewed export insurance cover to Lebanon for the first time since 1977. At the same time Lebanon's Prime Minister Rafik Hariri was in London selling the country's \$10bn reconstruction plans. The French and Italian governments are also taking a positive view of Lebanese prospects.

Post-war Beirut is not the prettiest place to do business – though the blocks of hollowed and lacerated buildings are morbidly fascinating. Neither is it the most efficient. The telephone system can sometimes leave you yearning nostalgically for the Phoenicians' pigeon post, and some trips across town at rush hour are best undertaken in the company of a fat novel and a mask to filter the petrol fumes. But it is safe enough.

There has been no shooting or shelling since 1990, and there is no longer any hostage-taking. But visitors ought not to tempt providence. Roaming around the Hizbollah enclave of Beirut's southern suburbs, for instance, would excite suspicion, while jogging its streets in a stars-and-stripes sweatshirt would not be a good idea.

There is no cause to be too nervous of men in fatigues with guns, who are everywhere, along with the old armoured car or tank. Lebanese and Syrian army checkpoints are also common, though usually offer no impediment. However, soldiers in Beirut do not like being photo-

## Not yet a pretty sight, but safe

Beirut is again a place to do business. Mark Nicholson offers some tips

graphed. And you should carry a passport, particularly at night or when leaving the city.

Getting around Beirut is fairly straightforward. Battered Mercedes cabs are easy to find in the centre and short hops cost only a dollar or two (just about everything in Beirut can be paid for in dollars; taxis, restaurants and many shops will quote you dollar prices first).

Most drivers speak some English and know their way around. But get the directions clear, or ask the hotel to write them down. For a series of morning meetings, cabs can be hired from the hotels. Rates, which can be exorbitant, are directly related to your ability to bargain – a pricing principle that applies to most transactions. A common charge is about \$35 for a morning. Grabbing a cab on the street is always cheapest, but if you are going far from the centre, ask the driver to wait.

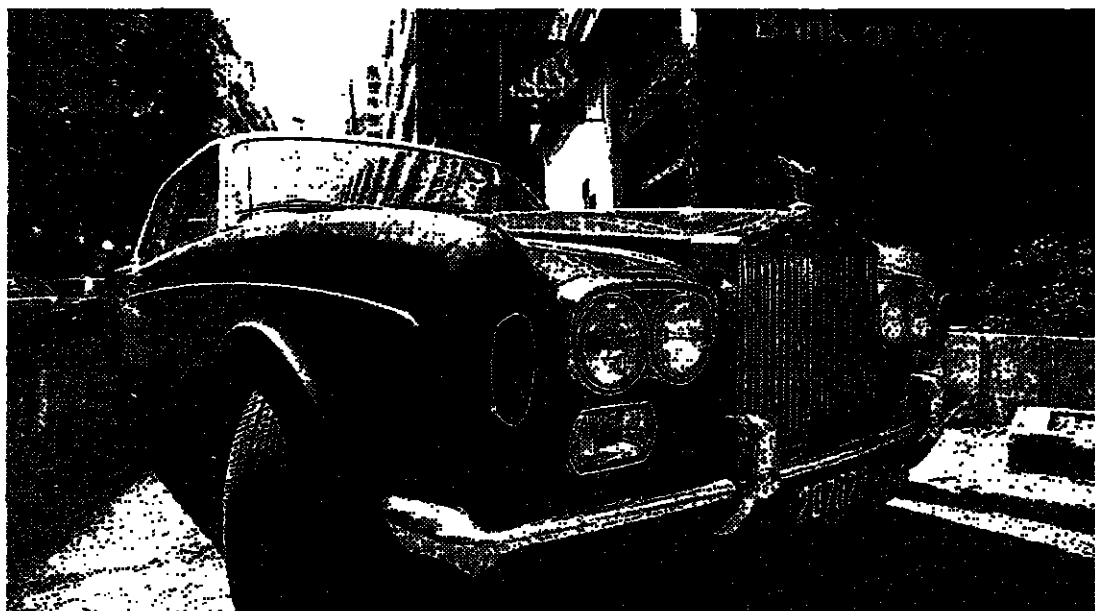
Getting to Beirut is also becoming easier – aircraft arrivals were up 26 per cent in the third quarter of last year and are rising. The airport is simple but effective, and historians

will enjoy the sight of Middle East Airlines' fleet, which still includes a few doughty 707s. In most airports in the developing world, the degree of delay, intrusiveness, bloody-mindedness and bureaucracy at the airport is often a good indicator of things to come. Beirut scores suitably high on the no-nonsense scale.

Once there, despite the obliteration of Beirut's more upmarket hotels during the war, accommodation is comfortable if not always lavish. The seafront Summerland and Coral Beach Hotels are reckoned to be the city's most plush, and cost from \$150 a night.

In and around Hamra Street in west Beirut, the Bristol and slightly cheaper Cavalier and Mayflower Hotels offer good rooms and excellent service. And, at the Bristol and Cavalier at least, there are direct-dial, international phone lines, at about \$7 a minute to the UK.

Telephone calls are Beirut's chief headache. The old rotary exchanges are hopelessly inefficient and will stay so until 500,000 contracted new lines are installed over the next



Beirut business: there are plans to develop a banking and financial centre, but it won't be complete for a few years

year or so. Reaching an outside line from a hotel can, on occasion, take about half an hour. Dialling some "difficult numbers" in different areas of the city is often only an exercise in finger abuse. Many Beirutis, therefore, have portable phones that use US networks, which means dialling through New York to speak to someone across town. Such calls must be among the most crinkly per dollar/minute in the world.

To cheer yourself up after a frustrating phone call, you could visit one of Beirut's restaurants. Lebanese food is, as the locals will keep reminding you, the best in the region. Traditional mezza dishes, such as hummus, babaganoush and tabouleh, are generally freshly pre-

pared. Seafood is excellent. Locals consider Nasr, Yildizlar, el Pasha and Istamboul among the best places to eat. There are several good Italian restaurants, including the Spaghetteria, and French ones, such as Retro and the Vieux Quartier, which is arguably Beirut's best and certainly its most pricey.

Lunch is a pre-eminent business institution. Forget about bringing prospective business partners gifts: offer them a two-hour lunch à la française and, while being sensitive to your associates' religion, wash it down with a little of Lebanon's respectable wine.

Otherwise, there are few rules of business engagement in Beirut that do not apply elsewhere. The city's business community is more cosmo-

politan than any other in the Middle East though, as elsewhere in the region, personal contact and trust are at a premium.

Most business people speak good English, but the years of French rule have also left an enduring legacy, especially among Beirut's Christians. As for "bakshesh", Lebanese businessmen are far too sophisticated for any such crude transactions, which is not the same as saying "commissions" will not be required at some point.

For your non-working hours, there is a wider selection of extracurricular activities than in almost any other Arab capital. These range from casual jazz bars, such as the Blue Note in Ras Beirut and the Soho-style Scooz's bar-restaurant

in Verdun, to the nightclubs of Jounieh, 45 minutes' drive north. Cinemas play newly released, and uncensored western movies.

The old souk has been shelled out of existence, and is a focus of Lebanon's ambitious rebuilding plans. But there are plenty of chic western-style shops, with commensurately high prices.

As for sport, there is that old Lebanese chestnut about being able to ski in the morning and swim in the afternoon. The determined visitor can indeed do so for part of the year: either on ski-threateningly thin snow, or in life-threateningly cold water, or probably both. Executives who consider this a vital part of their trip might more comfortably try Vancouver.

There are, however, both beaches and ski resorts less than an hour's drive from Beirut which are pleasant enough to enjoy on their own at the suitable time of year. Swimmers should be aware, however, that Lebanon's laissez-faire waste-disposal policies are thought by some to have led to nuclear waste being ejected into the sea.

There are few other hazards confronting business visitors to Beirut. The comforts of the city – which Life magazine described in 1966 as "Las Vegas-Riviera-St Moritz flavoured with spices of Arab" – are being restored. It will be at least two or three years, however, before the government's redevelopment plans create the nucleus of a banking and financial centre, and perhaps 20 years before the current artists' impressions materialise into a shiny new Mediterranean city.

All that, of course, also depends on a broader Middle East peace settlement. But Lebanese businesses, at least, are trying not to let the vagaries of that hold them back.

## Taiwan relaxes visa rules

Citizens from 12 countries – Australia, Austria, Belgium, Britain, Canada, France, Germany, Japan, Luxembourg, the Netherlands, New Zealand and the US – will be allowed to enter Taiwan for a five day stay without a visa.

## Danish link

Europe's longest rail and road bridge was completed last week. The 6.6km link between the Danish islands of Fyn and Sprogø, is part of a planned bridge and tunnel link over Denmark's Great Belt.



## Airlines

Air France is spending \$830,000 to spruce up the interiors of five of its seven Concordes.

The US Supreme Court last week backed US airports in their long running dispute

with airlines over fees for using runways and airport facilities. The court ruled that airports were free to charge fees they decided were reasonable.

USAir and British Airways are taking practical steps to consolidate their alliances in the US. The US airline, which is British Airways' partner in North America, plans to move its services at New York's Kennedy Airport to BA's own terminal to improve connections with BA's eight daily trans-Atlantic flights.

British Airways flights to Poland are still disrupted by a dispute with Polish Airlines over landing rights at Heathrow. Travellers on BA flights to Warsaw are flying

to Frankfurt and then travelling onto the Polish capital by bus.

Korean Air Lines and Asiana Airlines plan to add 12 international destinations to their routes this year, including Washington, Seattle, Beijing, Brussels and Khabarovsk.

India is planning to change regulations to permit its state-owned domestic and international airlines to become publicly held companies, according to Indian newspaper reports.

They said the government issued a special ordinance scrapping a 1953 parliamentary act that nationalised air services in the country and did not allow private airlines.

## Greece snowbound

While airports on the east coast of the US are back to normal despite continuing cold weather, Greece's transport system was heavily disrupted over the weekend by a cold snap. The bad weather caused extensive power cuts and flooded Athens streets as temperatures sank to their lowest level this year and snow blanketed much of the country.

In Athens temperatures went down to minus 3°C (26°F) over the weekend and authorities advised people to stay indoors. Few tourists and cars ventured onto the usually busy streets. Sea travel to all islands was suspended.

## California

Flights to Los Angeles were not affected by one of the strongest aftershocks the city has suffered since the massive earthquake 26 days ago.

The Saturday morning aftershock measured 5.0 on the Richter scale. For many families it was the first night that they had ventured back in to their damaged apartments.

California's reputation with the Japanese took a further blow last week after state governor Pete Wilson was forced to apologise to 22 Japanese executives who were robbed at gunpoint on a tour bus hijacked by two men after a visit to a factory.

## Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Tokyo	☁ 5	☁ 14	☁ 4	☁ 3	☁ 7
Hong Kong	☁ 23	☁ 25	☁ 23	☁ 23	☁ 24
London	☁ 7	☁ 8	☁ 6	☁ 6	☁ 5
Frankfurt	☁ 5	☁ 3	☁ 5	☁ 8	☁ 5
New York	☁ 1	☁ 4	☁ 4	☁ 3	☁ 6
L. Angeles	☁ 22	☁ 22	☁ 17	☁ 18	☁ 19
Moscow	☁ 11	☁ 12	☁ 12	☁ 19	☁ 14
Paris	☁ 8	☁ 7	☁ 9	☁ 10	☁ 6
Zurich	☁ 7	☁ 7	☁ 7	☁ 10	☁ 6

Maximum temperatures in Celsius  
Information supplied by Meteo Consult of the Netherlands

# THE MONDAY People page

## Casinos deal The Donald a fistful of aces

Two years ago it looked as if he was down and out. Now Donald Trump is planning a comeback. Richard Tomkins reports

Donald Trump is in his headquarters office on the 26th floor of Trump Tower, a glittering high-rise on New York's Fifth Avenue. Seated on the far side of one of America's larger executive desks, he has agreed to talk about the rise and fall, and rise again, of Donald J. Trump. But time is money, and his attention span is notoriously short.

Quickly, then, the story so far. Two years ago it looked as though Mr Trump - or The Donald, as people call him - might no longer have his desk, his office, his tower, or any of the rest of the property and casino empire he built up during the 1980s. Brought to the edge of bankruptcy by a combination of debt and collapsing asset values, he seemed destined to go the same way as the Reichmann brothers, Robert Campeau, and other over-extended victims of the decade of excess.

And yet, he has survived. Helped by the cashflows from his casinos, he has reorganised or paid off a large part of his debts. His private yacht may have gone, so has the Trump Shuttle airline (now part of USAir), and a 49 per cent stake in the Plaza Hotel in New York. But the rest of the empire - the Trump Tower, Trump Parc, Trump Palace and Trump Plaza high-rises in New York, and the Trump Plaza, Trump's Castle and Trump Taj Mahal casinos in Atlantic City - is remarkably intact.

Now, at 47, The Donald is making his comeback. Last month he married Maria Maples, the 30-year-old actress who eight weeks earlier had given birth to their daughter, Tiffany. Admittedly, the bride's \$2m tiara was borrowed from a New York jeweller, but the wedding put the Trump name back in the headlines across the world.

Next, Mr Trump plans to return to the headlines with his business deals.

In a few weeks' time, he hopes to pay off the rest of his personal debt by floating his Atlantic City casinos on the stock market. He says he is looking at five or six possible locations for new casinos, or riverboat casinos, outside Atlantic City. And in New York, he aims to press ahead with his long-dormant \$30m project to develop the 75-acre Penn Central railway yards in Manhattan.

Mr Trump acknowledges that he was in deep trouble at the turn of the decade. "But it happened to everybody, virtually. The real estate markets were collapsing throughout the world." His personal low, he says, came at the beginning of 1991, when his financial difficulties coincided with the bitter divorce proceedings that ended his marriage with Ivana Zelnick.

He also acknowledges that he sacrificed some assets to get himself out of trouble - but only, he says, unimportant ones. "A yacht is an easy thing. I sold the yacht because I never got to use it because I was too busy. I sold some of the toys, but the big toy, the great toy, is Mar-a-Lago [his palatial estate in Palm Beach, Florida]. I never sold that."

Times were hard. "I had a couple of bad years," says Mr Trump. And the mauling the media gave him led him to sympathise with others who suffer the same fate. "One of the people that I think has gotten a really bad rap - somebody I know just a little bit because he was at my home, Mar-a-Lago - is Prince Charles, from your country. I think he's a wonderful guy. He's taken a lot of heat. I think he could get a little better press."

But on the issue that really matters - the state of the Trump Organisation - his recurring theme is that the business



is stronger than ever. "The Taj Mahal [one of the three Atlantic City casinos] has just set an all-time record - it made a profit of \$135m last year. No casino in history has ever made that much money."

While it is true that the casinos are doing well, it is less easy to determine what The Trump Organisation is worth. In 1992, *Business Week*, the US business magazine, calculated that Mr Trump's liabilities exceeded his assets by \$1.4bn. Mr Trump disputed the figure at the time, and in any case it is long out of date: but not even The Donald will attempt to put a value on his business. "It's a very substantial number," he says. "But I really can't tell you exactly because it's very hard to value what the Taj Mahal's worth, or what the Trump Plaza's worth, or what the land's worth."

In one sense, it doesn't matter: investing in The Trump Organisation was always an act of faith, and is likely to stay that way. That is how The Donald says it should be. "If a person owning bonds in the Taj Mahal didn't sell their bonds, those bonds would be golden: that investment would be gold. If they sold them, I can't help them because they weren't loyal. But the people who were confident in me all came out ahead."

The hard times taught him a lot about loyalty, he says. Some people he hadn't much liked turned out to be good friends, and others he trusted let him down. "There are a couple of peo-

ple I trusted who, I'm glad that I learned, weren't particularly loyal. And now they're coming back to me, kissing my ass and wanting to get back on the gravy train, and they haven't got a shot."

But what drives The Donald to do what he does? A lust for power, or wealth, or beautiful women? Is it sheer egomania that makes him want to acquire more and bigger buildings, and put his name on them? Or some displaced desire for immortality?

"I hate to sound like an overly negative person, but people ask me why I go forward, and I say it's because I have nothing else to do. Because it's true. What else am I going to do? Watch television? Read a book? I read books anyway, but I mean, what else am I going to do? We're here, we're put on this earth for an average of 72.3 years, and after we've gone, who the hell knows what happens? And in the meantime, I just like the game."

The Donald is getting fidgety. Clearly, his attention span has reached its limit. At some unseen sign, people have started wandering in through the open door to his office, ready to start the next meeting.

"Come in, Henry," says The Donald. "Sit down, Henry, just sit down. I'm just finishing up an interview with the *Financial Times*. It's going to be a very negative story, based on the questions. But you know what? Who gives a shit. I don't even care. One of the things I've learned is that I just don't care."

## Heading up the barber's creation

They are changing the top guard at Phillips Petroleum, the Oklahoma-based oil company which used to be a favourite target of corporate predators in the mid-1980s. Wayne Allen, 57, takes over in May as chairman and chief executive, and Jim Mulva, 47, steps into Allen's place as president and chief operating officer, writes William Hall.

Arkansas-born Allen will be the ninth chairman of a company set up in 1917 by Frank Phillips, a former barber, who decided he could make more money from drilling for oil than from Phillips Mountain Sage, his baldness cure. Allen, like current chairman C J Silas, is an engineer who has risen through the production side of a company which produces over half its output of 300,000 plus barrels a day overseas.

However, Allen is considerably older than Silas was when he took over nine years ago, which means he will probably hand over to Mulva before the end of the decade.

Mulva has been Phillips' chief financial officer since 1990 and has been heavily involved in reducing the mountain of debt that Phillips incurred when it was fighting off the unwelcome takeover approaches from T Boone Pickens and Carl Icahn in the mid-1980s. Phillips has cut its debt from over \$80m to \$3.5bn and Mulva says the company is now supporting a similar-sized asset base of \$12bn with around half the employees.

Phillips shares now stand at a substantial premium to net asset value but Wall Street still needs convincing that Phillips can continue to play in the big oil league. Analysts believe that Mulva is as good a choice as any to get this message across.

Phillips shares now stand at a substantial premium to net asset value but Wall Street still needs convincing that Phillips can continue to play in the big oil league. Analysts believe that Mulva is as good a choice as any to get this message across.

incur when it was fighting off the unwelcome takeover approaches from T Boone Pickens and Carl Icahn in the mid-1980s. Phillips has cut its debt from over \$80m to \$3.5bn and Mulva says the company is now supporting a similar-sized asset base of \$12bn with around half the employees.

Phillips shares now stand at a substantial premium to net asset value but Wall Street still needs convincing that Phillips can continue to play in the big oil league. Analysts believe that Mulva is as good a choice as any to get this message across.

## The unstuffy privatiser

There could be few less probable champions of privatisation than Lajos Csepi. The new managing director of the Hungarian state holding company AV RT rose through the ranks of the state apparatus, writes Nicholas Denton in Budapest.

The 45-year-old communist-era career climaxed as deputy president of the national price office. The outwardly grey Mr Csepi admits, "I am a bureaucrat."

Not at first sight, credentials designed to inspire confidence when the AV RT controls stakes in 182 strategic companies, including utilities, pharmaceuticals producers, engineering enterprises and commercial banks. After all, the last thing Hungarian business needs after 40 years

of communism is more bureaucratic management. But Mr Csepi is full of surprises. For a start, he is about as unstuffy, frank and self-deprecating as high officials get. And then there is his passionate commitment to privatisation: "I have seen for 20-30 years that public ownership simply doesn't work."

His belief has, if anything, firmed during the 1990 when he took over as managing director of the SPA state privatisation agency.

Mr Csepi says of his new charge, the AV RT: "Privatisation has not so far been the focus of this organisation. It will be."

AV RT's original philosophy, when founded in 1992, was to restructure state companies first, improve their assets and only then, perhaps, divest them. The first two, Hungarian-American, managing directors of the state holding showed a touching faith in the state's competence.

The irony is that a homegrown apparition like Mr Csepi is far more sceptical about reorganisation and consolidation, the polite words for state bailouts.

He fears companies will deceive the authorities in order to win larger debt write-offs.

Mr Csepi remembers that in the old days the prices office would ask companies for data needed to set prices in their sector. "They gave us false information. They made fools of us." Some things bureaucrats know best.

## Rivero decides to fly Alitalia

Eyebrows were raised last week when Renato Rivero, the outgoing chairman of IRI, Europe, accepted a post on the slimmed-down board of Eni, Italy's state-owned energy and chemicals giant, only to change his mind a couple of days later, writes Haig Simonian in Milan.

Few were convinced by Rivero's explanation work commitments prevented him from taking up the job at Eni, desperately trying to shake off the stigma of politicised appointments to his senior ranks. At the time, Rivero's volte-face was attributed to second thoughts about working for a company which has been deeply tainted in Italy's political corruption scandal.

However, his acceptance last week of the chairmanship of Alitalia, Italy's troubled state airline, suggests he may have already sniffed something better in the wind. Rivero, 60, who is succeeding Michele Principe, due for retirement, will be flanked by Roberto Schisano, Alitalia's new managing director.

Both these Italians recruited from the information technology sector have decades of experience with big multinationals under their belts. Rivero has been with IBM since 1967, while Schisano, 50, is currently chairman of Texas Instruments in Europe, the US components and information technology group he joined in 1971.

Their mission is to bring Alitalia back on course after deepening debts and heavy losses under Giovanni Bisignani, the 47-year-old executive who took on the managing director's job in 1989.

Though obviously talented, Bisignani, the former head of international relations for the IRI holding company which controls Alitalia, had little hands-on experience. He has been found a new berth as chairman of Tirrenia, the ferry line which is controlled by IRI's Finmare shipping subsidiary and links peninsular Italy with its offshore islands.

Friends hope seaboard crossings will prove easier going than the obvious turbulence at Alitalia.

# SEE IT FIRST AT CeBIT '94

To succeed in business today you have to keep up with the latest developments. At CeBIT '94 major IT and telecommunications companies from around the world will be announcing their new products and new ideas. Miss IT and you'll miss out.

**INFORMATION TECHNOLOGY  
NETWORK COMPUTING  
CIN  
SOFTWARE  
TELECOMMUNICATIONS  
OFFICE TECHNOLOGY  
BANK TECHNOLOGY  
SECURITY EQUIPMENT  
RESEARCH**

HANNOVER 16.-23. 03. 1994

# CeBIT

WORLD CENTER  
OFFICE - INFORMATION  
TELECOMMUNICATIONS

DEUTSCHE MESSE AG, HANNOVER/GERMANY

Further information:  
Arnold Rustermeier, 25 Huest Way, South Croydon, Surrey CR2 7AP, Tel.: (081) 688 95 41, Fax: (081) 681 00 69

## UK COMPANIES

### TODAY

**COMPANY MEETINGS:**  
Berkshire Int'l., Palatona's Hall, 1 London Wall, E.C. 2.30  
National Home Loans, Stationers' Hall, Ave Maria Lane, Ludgate Hill, E.C. 12.00  
**BOARD MEETINGS:**  
Brooks Tool Eng.  
European Assets Ltd.  
ML Labs.  
Motor World  
Interim  
Barnett Exploration  
Bimex Inds.  
Bifidole  
Churchbury Esds.  
SFM Smaller Co's Ltd.  
Flagstone  
Haynes Publishing  
Healds  
New London

### DIVIDEND & INTEREST PAYMENTS

**TODAY**  
Abbey National Grp. Cap. 10% 50p. Div. 2002 £1037.50  
ABI Leisure 2.51p  
Aberdeen Grp. Div. 2.50p  
Airtel Securities 10% 50p  
Allied Irish Banks Ltd. Div. 2002 £1037.50  
Auto Funding Grp. Div. 2002 £1037.50  
Bank of Nova Scotia Ltd. Div. 2002 £1037.50  
Beattie (J) 6% 50p  
Berkeley 5% 50p  
BGC 7% 50p  
Bridport Grp. Div. 2002 £1037.50  
Britannia 13% 50p  
British Airways 3.18p  
British Dredging 8% 50p  
Briton 10% 50p  
Brit. Petroleum 8% 50p  
Brit. Telecom 2nd Div. 2002 £1037.50  
Brit. Telecom 3rd Div. 2002 £1037.50  
Brit. Telecom 4th Div. 2002 £1037.50  
Brit. Telecom 5th Div. 2002 £1037.50  
Brit. Telecom 6th Div. 2002 £1037.50  
Brit. Telecom 7th Div. 2002 £1037.50  
Brit. Telecom 8th Div. 2002 £1037.50  
Brit. Telecom 9th Div. 2002 £1037.50  
Brit. Telecom 10th Div. 2002 £1037.50  
Brit. Telecom 11th Div. 2002 £1037.50  
Brit. Telecom 12th Div. 2002 £1037.50  
Brit. Telecom 13th Div. 2002 £1037.50  
Brit. Telecom 14th Div. 2002 £1037.50  
Brit. Telecom 15th Div. 2002 £1037.50  
Brit. Telecom 16th Div. 2002 £1037.50  
Brit. Telecom 17th Div. 2002 £1037.50  
Brit. Telecom 18th Div. 2002 £1037.50  
Brit. Telecom 19th Div. 2002 £1037.50  
Brit. Telecom 20th Div. 2002 £1037.50  
Brit. Telecom 21st Div. 2002 £1037.50  
Brit. Telecom 22nd Div. 2002 £1037.50  
Brit. Telecom 23rd Div. 2002 £1037.50  
Brit. Telecom 24th Div. 2002 £1037.50  
Brit. Telecom 25th Div. 2002 £1037.50  
Brit. Telecom 26th Div. 2002 £1037.50  
Brit. Telecom 27th Div. 2002 £1037.50  
Brit. Telecom 28th Div. 2002 £1037.50  
Brit. Telecom 29th Div. 2002 £1037.50  
Brit. Telecom 30th Div. 2002 £1037.50  
Brit. Telecom 31st Div. 2002 £1037.50  
Brit. Telecom 32nd Div. 2002 £1037.50  
Brit. Telecom 33rd Div. 2002 £1037.50  
Brit. Telecom 34th Div. 2002 £1037.50  
Brit. Telecom 35th Div. 2002 £1037.50  
Brit. Telecom 36th Div. 2002 £1037.50  
Brit. Telecom 37th Div. 2002 £1037.50  
Brit. Telecom 38th Div. 2002 £1037.50  
Brit. Telecom 39th Div. 2002 £1037.50  
Brit. Telecom 40th Div. 2002 £1037.50  
Brit. Telecom 41st Div. 2002 £1037.50  
Brit. Telecom 42nd Div. 2002 £1037.50  
Brit. Telecom 43rd Div. 2002 £1037.50  
Brit. Telecom 44th Div. 2002 £1037.50  
Brit. Telecom 45th Div. 2002 £1037.50  
Brit. Telecom 46th Div. 2002 £1037.50  
Brit. Telecom 47th Div. 2002 £1037.50  
Brit. Telecom 48th Div. 2002 £1037.50  
Brit. Telecom 49th Div. 2002 £1037.50  
Brit. Telecom 50th Div. 2002 £1037.50  
Brit. Telecom 51st Div. 2002 £1037.50  
Brit. Telecom 52nd Div. 2002 £1037.50  
Brit. Telecom 53rd Div. 2002 £1037.50  
Brit. Telecom 54th Div. 2002 £1037.50  
Brit. Telecom 55th Div. 2002 £1037.50  
Brit. Telecom 56th Div. 2002 £1037.50  
Brit. Telecom 57th Div. 2002 £1037.50  
Brit. Telecom 58th Div. 2002 £1037.50  
Brit. Telecom 59th Div. 2002 £1037.50  
Brit. Telecom 60th Div. 2002 £1037.50  
Brit. Telecom 61st Div. 2002 £1037.50  
Brit. Telecom 62nd Div. 2002 £1037.50  
Brit. Telecom 63rd Div. 2002 £1037.50  
Brit. Telecom 64th Div. 2002 £1037.50  
Brit. Telecom 65th Div. 2002 £1037.50  
Brit. Telecom 66th Div. 2002 £1037.50  
Brit. Telecom 67th Div. 2002 £1037.50  
Brit. Telecom 68th Div. 2002 £1037.50  
Brit. Telecom 69th Div. 2002 £1037.50  
Brit. Telecom 70th Div. 2002 £1037.50  
Brit. Telecom 71st Div. 2002 £1037.50  
Brit. Telecom 72nd Div. 2002 £1037.50  
Brit. Telecom 73rd Div. 2002 £1037.50  
Brit. Telecom 74th Div. 2002 £1037.50  
Brit. Telecom 75th Div. 2002 £1037.50  
Brit. Telecom 76th Div. 2002 £1037.50  
Brit. Telecom 77th Div. 2002 £1037.50  
Brit. Telecom 78th Div. 2002 £1037.50  
Brit. Telecom 79th Div. 2002 £1037.50  
Brit. Telecom 80th Div. 2002 £1037.50  
Brit. Telecom 81st Div. 2002 £1037.50  
Brit. Telecom 82nd Div. 2002 £1037.50  
Brit. Telecom 83rd Div. 2002 £1037.50  
Brit. Telecom 84th Div. 2002 £1037.50  
Brit. Telecom 85th Div. 2002 £1037.50  
Brit. Telecom 86th Div. 2002 £1037.50  
Brit. Telecom 87th Div. 2002 £1037.50  
Brit. Telecom 88th Div. 2002 £1037.50  
Brit. Telecom 89th Div. 2002 £1037.50  
Brit. Telecom 90th Div. 2002 £1037.50  
Brit. Telecom 91st Div. 2002 £1037.50  
Brit. Telecom 92nd Div. 2002 £1037.50  
Brit. Telecom 93rd Div. 2002 £1037.50  
Brit. Telecom 94th Div. 2002 £1037.50  
Brit. Telecom 95th Div. 2002 £1037.50  
Brit. Telecom 96th Div. 2002 £1037.50  
Brit. Telecom 97th Div. 2002 £1037.50  
Brit. Telecom 98th Div. 2002 £1037.50  
Brit. Telecom 99th Div. 2002 £1037.50  
Brit. Telecom 100th Div. 2002 £1037.50

## THE WEEK AHEAD

### UK COMPANIES

#### TODAY

**COMPANY MEETINGS:**  
Berkshire Int'l., Palatona's Hall, 1 London Wall, E.C. 2.30  
National Home Loans, Stationers' Hall, Ave Maria Lane, Ludgate Hill, E.C. 12.00  
**BOARD MEETINGS:**  
Brooks Tool Eng.  
European Assets Ltd.  
ML Labs.  
Motor World  
Interim  
Barnett Exploration  
Bimex Inds.  
Bifidole  
Churchbury Esds.  
SFM Smaller Co's Ltd.  
Flagstone  
Haynes Publishing  
Healds  
New London

#### DIVIDEND & INTEREST PAYMENTS

**TODAY**  
Abbey National Grp. Cap. 10% 50p. Div. 2002 £1037.50  
ABI Leisure 2.51p  
Aberdeen Grp. Div. 2.50p  
Airtel Securities 10% 50p  
Allied Irish Banks Ltd. Div. 2002 £1037.50  
Auto Funding Grp. Div. 2002 £1037.50  
Bank of Nova Scotia Ltd. Div. 2002 £1037.50  
Beattie (J) 6% 50p  
Berkeley 5% 50p  
BGC 7% 50p  
Bridport Grp. Div. 2002 £1037.50  
Britannia 13% 50p  
British Airways 3.18p  
British Dredging 8% 50p  
Briton 10% 50p  
Brit. Petroleum 8% 50p  
Brit. Telecom 2nd Div. 2002 £1037.50  
Brit. Telecom 3rd Div. 2002 £1037.50  
Brit. Telecom 4th Div. 2002 £1037.50  
Brit. Telecom 5th Div. 2002 £1037.50  
Brit. Telecom 6th Div. 2002 £1037.50  
Brit. Telecom 7th Div. 2002 £1037.50  
Brit. Telecom 8th Div. 2002 £1037.50  
Brit. Telecom 9th Div. 2002 £1037.50  
Brit. Telecom 10th Div. 2002 £1037.50  
Brit. Telecom 11th Div. 2002 £1037.50  
Brit. Telecom 12th Div. 2002 £1037.50  
Brit. Telecom 13th Div. 2002 £1037.50  
Brit. Telecom 14th Div. 2002 £1037.50  
Brit. Telecom 15th Div. 2002 £1037.50  
Brit. Telecom 16th Div. 2002 £1037.50  
Brit. Telecom 17th Div. 2002 £1037.50  
Brit. Telecom 18th Div. 2002 £1037.50  
Brit. Telecom 19th Div. 2002 £1037.50  
Brit. Telecom 20th Div. 2002 £1037.50  
Brit. Telecom 21st Div. 2002 £1037.50  
Brit. Telecom 22nd Div. 2002 £1037.50  
Brit. Telecom 23rd Div. 2002 £1037.50  
Brit. Telecom 24th Div. 2002 £1037.50  
Brit. Telecom 25th Div. 2002 £1037.50  
Brit. Telecom 26th Div. 2002 £1037.50  
Brit. Telecom 27th Div. 2002 £1037.50  
Brit. Telecom 28th Div. 2002 £1037.50  
Brit. Telecom 29th Div. 2002 £1037.50  
Brit. Telecom 30th Div. 2002 £1037.50  
Brit. Telecom 31st Div. 2002 £1037.50  
Brit. Telecom 32nd Div. 2002 £1037.50  
Brit. Telecom 33rd Div. 2002 £1037.50  
Brit. Telecom 34th Div. 2002 £1037.50  
Brit. Telecom 35th Div. 2002 £1037.50  
Brit. Telecom 36th Div. 2002 £1037.50  
Brit. Telecom 37th Div. 2002 £1037.50  
Brit. Telecom 38th Div. 2002 £1037.50  
Brit. Telecom 39th Div. 2002 £1037.50  
Brit. Telecom 40th Div. 2002 £1037.50  
Brit. Telecom 41st Div. 2002 £1037.50  
Brit. Telecom 42nd Div. 2002 £1037.50  
Brit. Telecom 43rd Div. 2002 £1037.50  
Brit. Telecom 44th Div. 2002 £1037.50  
Brit. Telecom 45th Div. 2002 £1037.50  
Brit. Telecom 46th Div. 2002 £1037.50  
Brit. Telecom 47th Div. 2002 £1037.50  
Brit. Telecom 48th Div. 2002 £1037.50  
Brit. Telecom 49th Div. 2002 £1037.50  
Brit. Telecom 50th Div. 2002 £1037.50  
Brit. Telecom 51st Div. 2002 £1037.50  
Brit. Telecom 52nd Div. 2002 £1037.50  
Brit. Telecom 53rd Div. 2002 £1037.50  
Brit. Telecom 54th Div. 2002 £1037.50  
Brit. Telecom 55th Div. 2002 £1037.50  
Brit. Telecom 56th Div. 2002 £1037.50  
Brit. Telecom 57th Div. 2002 £1037.50  
Brit. Telecom 58th Div. 2002 £1037.50  
Brit. Telecom 59th Div. 2002 £1037.50  
Brit. Telecom 60th Div. 2002 £1037.50  
Brit. Telecom 61st Div. 2002 £1037.50  
Brit. Telecom 62nd Div. 2002 £1037.50  
Brit. Telecom 63rd Div. 2002 £1037.50  
Brit. Telecom 64th Div. 2002 £1037.50  
Brit. Telecom 65th Div. 2002 £1037.50  
Brit. Telecom 66th Div. 2002 £1037.50  
Brit. Telecom 67th Div. 2002 £1037.50  
Brit. Telecom 68th Div. 2002 £1037.50  
Brit. Telecom 69th Div. 2002 £1037.50  
Brit. Telecom 70th Div. 2002 £1037.50  
Brit. Telecom 71st Div. 2002 £1037.50  
Brit. Telecom 72nd Div. 2002 £1037.50  
Brit. Telecom 73rd Div. 2002 £1037.50  
Brit. Telecom 74th Div. 2002 £1037.50  
Brit. Telecom 75th Div. 2002 £1037.50  
Brit. Telecom 76th Div. 2002 £1037.50  
Brit. Telecom 77th Div. 2002 £1037.50  
Brit. Telecom 78th Div. 2002 £1037.50  
Brit. Telecom 79th Div. 2002 £1037.50  
Brit. Telecom 80th Div. 2002 £1037.50  
Brit. Telecom 81st Div. 2002 £1037.50  
Brit. Telecom 82nd Div. 2002 £1037.50  
Brit. Telecom 83rd Div. 2002 £1037.50  
Brit. Telecom 84th Div. 2002 £1037.50  
Brit. Telecom 85th Div. 2002 £1037.50  
Brit. Telecom 86th Div. 2002 £1037.50  
Brit. Telecom 87th Div. 2002 £1037.50  
Brit. Telecom 88th Div. 2002 £1037.50  
Brit. Telecom 89th Div. 2002 £1037.50  
Brit. Telecom 90th Div. 2002 £1037.50  
Brit. Telecom 91st Div. 2002 £1037.50  
Brit. Telecom 92nd Div. 2002 £1037.50  
Brit. Telecom 93rd Div. 2002 £1037.50  
Brit. Telecom 94th Div. 2002 £1037.50  
Brit. Telecom 95th Div. 2002 £1037.50  
Brit. Telecom 96th Div. 2002 £1037.50  
Brit. Telecom 97th Div. 2002 £1037.50  
Brit. Telecom 98th Div. 2002 £1037.50  
Brit. Telecom 99th Div. 2002 £1037.50  
Brit. Telecom 100th Div. 2002 £1037.50

#### TOMORROW

**COMPANY MEETINGS:**  
Johnson & Johnson, The  
Berkshire Int'l., Palatona's Hall, 1 London Wall, E.C. 2.30  
National Home Loans, Stationers' Hall, Ave Maria Lane, Ludgate Hill, E.C. 12.00  
**BOARD MEETINGS:**  
Brooks Tool Eng.  
European Assets Ltd.  
ML Labs.  
Motor World  
Interim  
Barnett Exploration  
Bimex Inds.  
Bifidole  
Churchbury Esds.  
SFM Smaller Co's Ltd.  
Flagstone  
Haynes Publishing  
Healds  
New London

#### DIVIDEND & INTEREST PAYMENTS

**TODAY**  
Abbey National Grp. Cap. 10% 50p. Div. 2002 £1037.50  
ABI Leisure 2.51p  
Aberdeen Grp. Div. 2.50p  
Airtel Securities 10% 50p  
Allied Irish Banks Ltd. Div. 2002 £1037.50  
Auto Funding Grp. Div. 2002 £1037.50  
Bank of Nova Scotia Ltd. Div. 2002 £1037.50  
Beattie (J) 6% 50p  
Berkeley 5% 50p  
BGC 7% 50p  
Bridport Grp. Div. 2002 £1037.50  
Britannia 13% 50p  
British Airways 3.18p  
British Dredging 8% 50p  
Briton 10% 50p  
Brit. Petroleum 8% 50p  
Brit. Telecom 2nd Div. 2002 £1037.50  
Brit. Telecom 3rd Div. 2002 £1037.50  
Brit. Telecom 4th Div. 2002 £1037.50  
Brit. Telecom 5th Div. 2002 £1037.50  
Brit. Telecom 6th Div. 2002 £1037.50  
Brit. Telecom 7th Div. 2002 £1037.50  
Brit. Telecom 8th Div. 2002 £1037.50  
Brit. Telecom 9th Div. 2002 £1037.50  
Brit. Telecom 10th Div. 2002 £1037.50  
Brit. Telecom 11th Div. 2002 £1037.50  
Brit. Telecom 12th Div. 2002 £1037.50  
Brit. Telecom 13th Div. 2002 £1037.50  
Brit. Telecom 14th Div. 2002 £1037.50  
Brit. Telecom 15th Div. 2002 £1037.50  
Brit. Telecom 16th Div. 2002 £



Architecture/Colin Amery

## Smiting the Philistines

Before the Great Fire of London in 1666 there were about 100 churches in the City of London. After the fire Christopher Wren built, or supervised the rebuilding of, some 53 City churches. A number were demolished before the First World War and their sites sold to provide funds for new churches in the expanding London suburbs.

Curiously, it is the Bishops of London who have often been the enemies of the City churches. In 1919 Bishop Wilton-Ingram appointed a commission which recommended demolishing some 19 churches; and, despite public protest, the Church Assembly approved the measure in 1924. March 1924, it was not approved by Parliament; the City of London Corporation presented a petition at the Bar of the House strongly objecting to the destruction of its churches.

As recently as 1972 the then Bishop of London proposed that nine churches in the City should immediately be declared redundant. Once again, it was the City of London that rejected this episcopal advice.

Last Friday another Bishop of London, the Right Reverend David Hope, introduced the report of a commission he set up in 1992 to settle the fate of the remaining City churches. It is a frightening document, the more so because it is meant to be reassuring and practical.

The bishop has what he calls

a "mission strategy" for London. He asked this particular commission to consider what current role there is for the City's churches within this strategy and to look at the "practical and financial implications" for the church.

The commission was very small. Its chairman was the judge and Lord of Appeal, Lord Templeman and the three members were Lady Wilcox, the Archdeacon of Oxford, and Viscount Churchill who has run the investment side of the Church of England Board of Finance for many years. The secretary to the board was a chartered accountant and it has reported to the bishop that, after receiving a fair amount of evidence it feels that only 12 churches in the City should remain "the Active Churches" and the remaining 27 should become "the Reserve Churches" - which really means hovering on the brink of redundancy.

Much of the report is inevitably to do with money and administration. Its recommendations are all for rationalisation and the ending of the autonomy so many of the churches and their incumbents in the City now enjoy.

The commission suggested that the City be divided into four parishes and that a City Dean be appointed to galvanise and organise them. But what underlies the whole report is a clear belief that the architectural and cultural fabric of these churches is a positive nuisance to the Church of

England and should be handed over to, and looked after by, someone else.

If the listed building rules and the heritage lobby were not so strong, I am in no doubt that this commission would like to have recommended the demolition of the 27 "reserve churches." The report says: "All Reserve Churches possess religious architectural, historical and cultural values and associations which make demolition unthinkable. There is however no demand for the Reserve Churches as parish churches. It would be possible for a Reserve Church to be locked up and merely maintained wind and water tight..."

The shadow of redundancy hangs over churches of the architectural quality of St. Mary Abchurch with its glorious shallow dome; St. Stephen Walbrook - Wren's rehearsal in miniature for Saint Paul's; St. Peter Cornhill, with one of the most complete and wonderful church interiors in the City; and St. Mary at Hill with its late 17th-century high pews and central dome. Of course redundancy need not mean deconsecration and new uses can be found for historic churches, as has happened with varying degrees of success in cities like Norwich and York.

What is saddening about this kind of bureaucracy's report is that it sees God's temples only as awkward elements in a management plan. The City's churches offer intangible benefits of sanctuary and peace as

well as tangible benefits of scale and beauty in a square mile that is over-developed and often ugly.

The working population of the City numbers about 300,000, about the same as the population of Venice, where there are around 170 churches. There is a natural realisation in Italy that churches are a part of life and that they have inspirational qualities, even if they are seldom formally used.

There is money for the City churches and the City itself is rich enough to spend £11m last year on the restoration of its own Mansion House. Surely the churches can represent more than the current ineptitude of an established church to organise its affairs. They are a unique collection of buildings, undervalued both culturally and as working churches. For too long they have been seen as a burden and not an opportunity.

All around us, especially among the young, there is a growing interest and concern for the spiritual and aesthetic values these churches represent. It would be sadly typical of the Anglican church to abandon many of its finest churches in the capital just as the signs of a spiritual revival are daily more visible. We need the churches, their beauty and their music and their ceremonial more than ever; what a moment to propose the virtual extinction of so many of the City of London's finest creations.

We live in truly philistine times...



St Dunstan's ruin.

Photo by Tony Andrews

The Place/David Murray

## Star-struck Stockhausen

Music Moving Theatre is a small troupe, formed last year with the blessing of the composer Karl-Heinz Stockhausen. Their prime mover is the dancing clarinetist Ian Stuart; their aim is to devise performances of contemporary music, new or newly adapted, in which the musicians will also be actors and dancers. Their first exhibit is Stockhausen's *Tierkreis*, which had its London premiere at The Place on Thursday.

*Tierkreis* is a Zodiac cycle of twelve "melodies", one for each star-sign originally composed for music-boxes, as deployed in his stage-piece *Musik im Bauch*. (Some readers will remember that work from the Roundhouse, in its palmy days long ago.) Those "melodies" were altogether unexpected from Stockhausen: concise and plain but elegantly built, immediately appealing, even haunting, and near-total to boot. Soon he made other versions of them for various forces, and MMT has followed his example.

Their version, which goes through the Zodiac clockwise from Aquarius and ends where it started, is for dancing clarinet, dancing soprano (Fran-

cisca Best) and bearded, firmly seated pianist (Paolo Alvares). In Michael Roinick's choreography and designs it breathes the air of a pre-Raphaelite idyll, with an occasional touch of the Isadora Duncans and numerous touches of whimsy. The music holds it all together, and is played and sung with pretty aplomb - even from the floor, supine or prone, or almost upside-down.

Tweneess threatens intermittently, but no more than in Stockhausen's own conceptions for solo artists back in the 1970s (stylised mime in Harlequin costumes and the like). MMT looks entirely faithful to that spirit.

Some viewer-hearers will find that the visual titillations make a charming foil for the music, which on its own might seem too small and special for pure concert-performance. Others, perhaps, will want to pelt the performers with booted swears from quite early on, until they have to flee the stage.

I plead critical detachment - but the star-sign "melodies" do have a curious magic about them, and at 40-odd minutes Stockhausen's cycle comes nowhere near outstaying its welcome.

Union Chapel/Antony Thornecroft

## A bad dream of the Sixties

Bad Boy Johnny and the Prophets of Doom is, apparently, a cult musical in Australia. That does not necessarily make it awful but somehow explains its superfluency. It is like everyone's bad dream of a sixties happening.

For a start it is being presented in a church, the grand and monumental Union Chapel in Islington. This is supposed to make it daring and experimental but only ensures an awful acoustic, restricted acting space, and a slight feeling of unease.

Then it still believes in the sixties myth that rock and roll is the new religion, and a guitar hero the natural Messiah. Finally it takes to the witless limit that sixties freedom to debunk everything, to well, swear in church.

Daniel Abineri, who with a credit for book, music, lyrics and direction can be named as the guilty man, has the sweet idea that by making his main protagonist, Father Maclean, a murderer, rapist, and swindler, his rock musical is going to frighten the horses. Throw in a Pope who comes on like a Mafia boss, and Abineri has stood civilisation on its head. With such naughtiness, who needs characterisation and plot?

Sadly, no one involved in this superficial romp seems to share Abineri's bravura. The cast are like hapless victims, stuck waiting for the next musical number. Luckily the songs are rather good, a pastiche of old fashioned guitar rock so currently out of fashion that it hits you with its novelty. There is also some under-used video play, but

none of those psychedelic blobs, that excess of incense, which made earlier happenings in churches so much fun a generation ago.

Craig Ferguson (an alternative comedian of some note) works at being bad as Father Maclean but soon realises that, with a script trivialised into rhyming couplets, it is hardly worth the effort. Mark Shaw (singer with the band The Jericho) looks bright enough as Johnny, the choir boy selected by Maclean as the next Popestar, but he would be more convincing if he actually played the guitar he cradles on stage. Only Stephen Marcus as a Pope enters into the tackiness of it all.

If you think the spectacle of a toposon nun trying to give the Holy Father a heart attack as he sits before an altar is a dynamic *coup de théâtre*, go to *Johnny*. You also get a tall lady in white suspenders stalk-

*'The cast are like hapless victims, waiting for the next musical number.'*

ing our hero with a gun; the heavily predictable sight of Father Maclean turning his waters into wine; and a chorus dressed as school girls. Perhaps it could have been fun in a more liberated venue; perhaps the church still holds enough power over mind to reduce *Johnny* to tasteless posturing. This is really little more than an exercise in cheap publicity to promote an album of retro rock.

Covent Garden/Clement Crisp

## Mayerling

A cemetery at deadest night; sleeting rain; light glinting on the skulls of grave-diggers as a coffin is lowered into the ground; a grief-stricken coachman, a priest and two mourners. Between this mysterious beginning to *Mayerling* and the same scene which ends the ballet, lies MacMillan's potent study of love frustrated, destroyed and destroying. Returned on Friday night to the Covent Garden repertory, it is the boldest among his full-length creations. The tragedy is political as well as emotional: MacMillan's choreography tells us about the Archduke Rudolf's despair, and through them we learn of the disintegration of a family and a dynasty.

Friday's performance was scheduled to bring us Zoltan Solymosi as Rudolf and Leanne Benjamin as Mary Vetsera. Solymosi was injured at the dress rehearsal, and Adam Cooper was called in to take over a role he first assumed (in similar circumstances) during the Royal Ballet's European tour last summer. This unscheduled London debut thus became more than usually arduous - albeit Cooper was able to perform with Viviana Durante as Mary, with whom he has danced the role before. It is proper to view his interpretation as something like a dress-rehearsal under the hair-raising conditions. The Cooper pulled it off to be idyllic to pretend that the first scenes were anything but sketchy, yet he grew into the role, and the

last act was proof of his right to the ballet. We saw here a terrible exhaustion of spirit, a man driven to the limits of emotional endurance. Pallid, distraught, Cooper made Rudolf a haunted figure, hunted to death by his own anguish.

Viviana Durante's Mary is a reading whose physical daring suggests the girl's sensual alertness. Durante shapes the choreography with a fine, true line, phrasing small scenes with delicacy (the little solo when Countess Larisch has taken her letter for Rudolf was exquisite), and giving the most impassioned sequences a broad dynamic sweep. It was also admirably responsive to Cooper's view of Rudolf. Among the dramatic fences were rushed and technical edges untidy, but Natalie McCann was very touching as Rudolf's hapless, prim bride, and Fiona Chadwick knows - and shows - that Larisch is the only woman to understand Rudolf.

The present run of performances will bring a welcome recording of the ballet for television, with Irek Mukhametov and Viviana Durante. The staging now incorporates slight textual emendations that Sir Kenneth MacMillan was contemplating at the time of his death just over a year ago. The opening court dances are edited; the Empress Elizabeth no longer has a solo in the second act. Most important, the song in the Hofburg scene - cut in an earlier revival - is restored. It is a crucial moment for Rudolf and the very core of this extraordinary ballet.

by Mozart and Mahler, with violin soloist Frank Peter Zimmermann. Feb 12, 13: Claudio Abbado conducts Mahler's Eighth Symphony (2548 8132). Schaeffhaus Wed. Thurs: Carlo Maria Giulini conducts Berlin Staatskapelle in Brahms' Second and Fourth Symphonies (2090 2156).

### NEW YORK

#### THEATRE

● Laughter on the 23rd Floor: Neil Simon's 27th Broadway play, about a group of authors trying to write a new show, is one of his finest comic efforts. Directed by Jerry Zuck (Richard Rodgers, 226 West 46th St, 307 4100).  
● Angels in America: Tony Kushner's epic two-part drama - about religion, sex, Aids and corrupt politics - conjures a vision of America at the edge of disaster. Part one is *Millennium Approaches*, part two *Perestroika*, played on separate evenings (Walter Kerr, 219 West 48th St, 239 8200).  
● Four Dogs and a Bone: John Patrick Shanley's comedy about movie-making and power plays in Hollywood was one of off-Broadway's biggest hits last autumn (Lucille Lortel, 121 Christopher St, 239 8200).  
● Booth: Austin Pendleton's play about the 19th century actor Junius Brutus Booth and his son Edwin, portrayed by Frank Langella and Garret Dillahunt. A York Theater Company production, till Feb 13 (St Peter's Church, Lexington Ave at 54th St, 534 5368).  
● My Fair Lady: Howard Davies' genial new production of the Lerner and Loewe musical, with Richard

Chamberlain as Professor Higgins and Melissa Errico as Eliza (Virginia, 245 West 52nd St, 239 8200).  
● Sun Love Me: The 1963 Book, Hamrick and Masteroff musical is a delicate, unabashedly simple story with all the humanity, integrity and charm that Broadway's mega-musicals lack (Brooks Atkinson, 256 West 47th St, 307 4100).

#### DANCE/OPERA

State Theater New York City Ballet presents two world premieres over the next two weeks - Peter Martins' *Symphonic Dances* (Rakhmaninov) on Thurs and Richard Tanner's *A Schubert Sonata* on Feb 10. Darcy Russell will appear as guest soloist in Balanchine's *Agon* and *Symphony* in C on Feb 9, 10, 12 and 16. The company's winter season runs daily except Mon till Feb 27, with matinee and evening performances on Sat and Sun (870 5570).  
Joyce Theatre Eliza Monte Dance Company is in residence this week. Feb 8-13: Lucinda Childs Dance Company (242 0800).  
Kaye Playhouse Nikolais and Murray Louis Dance opens a two-week engagement tomorrow (Hunter College, Park Ave at 68th St, 772 4448).  
Metropolitan Opera Tonight, Thurs. Sat: Le nozze di Figaro with Helen Donath, Ruth Ann Swenson, Dawn Upshaw and James Morris (in repertory till Feb 24). Tomorrow, Fri, next Thurs: Lucia di Lammermoor with Mariella Devia and Jerry Hadley. Wed: Aida with Sharon Sweet and Michael Sylvester. Next Mon: David Atherton conducts first night of Colin Graham's new production of *Death* in Venice, with Anthony Rolfe

Johnson and Thomas Allen. Feb 14: revival of *La fille du régiment* with the *Metropolitan Opera* (362 5000).  
CONCERTS  
Avery Fisher Hall Tomorrow: Kurt Masur conducts New York Philharmonic Orchestra in works by Bach, Rossini, Handel, Britten and Rorem, with orchestra principals as soloists. Thurs, Fri morning, Sat, next Tues: Masur conducts works by Beethoven and Shostakovich. Feb 10: world premiere of Schnittke's Eighth Symphony. Feb 12: Minella Freni and Nicolai Ghiaurov (875 5030).  
Carnegie Hall Tomorrow and Thurs: Zubin Mehta conducts Israel Philharmonic Orchestra in Mahler's Second Symphony (tomorrow) and works by Sibelius and Brahms (Thurs), with violin soloist Itzhak Perlman. Wed: Vladimir Spivakov directs Moscow Virtuosi. Fri: Philippe Entremont conducts Dresden Philharmonic Orchestra in Brahms, Beethoven and Tchaikovsky. Sun afternoon: Dennis Russell Davies conducts American Composers Orchestra in Mexican Rostropovich conducts National Symphony Orchestra in New York premiere of Schnittke's Sixth Symphony. Next Mon: Edo de Waart conducts Minnesota Orchestra (247 7800).

#### JAZZ/CABARET

● Blues legend Taj Mahal can be heard tonight at Bottom Line, the big airy folk-and-rock club currently celebrating its 20th anniversary with a series of high-profile bookings (15 West 4th St, at Mercer St, 228 6300).  
● Eartha Kitt is in residence at Carlyle Hotel, still keeping a feral

grip on her audiences (Madison Ave at 76th St, 744 1600).  
● Rosemary Clooney begins a month-long cabaret engagement tomorrow at Rainbow & Stars (30 Rockefeller Plaza, 632 5000).  
● Joe Sample Trio begins an engagement tomorrow at the Blue Note jazz club and restaurant (131 West 3rd St, near Sixth Ave, 475 8592).

### PARIS

OPERA/DANCE  
Théâtre des Champs-Élysées  
Robert Carsen's Aix production of Handel's *Orlando* opens on Thurs for five performances conducted by William Christie, with cast headed by Patricia Bardon and Lynne Dawson (4952 5050).  
Châtelet: The world premiere of Michael Jarell's monodrama *Cassandra* takes place on Fri, with further performances on Sat and Sun. David Robertson conducts Ensemble InterContemporain in a staging by Peter Konwitschny, starring Marthe Keller (4028 2840).  
Opéra Bastille: A new production of *Salome*, conducted by Myung-whun Chung and directed by André Engel, opens on Sat with a cast headed by Karen Huffstodt, Leonie Rysanek and Monte Pederson. Tonight and Wed: final performances of Zimmernann's *Die Soldaten*, with cast headed by Franz Muzura and Lisa Saffer (4473 1300).  
Opéra Comique Robert Carsen's Aix production of Britten's *A Midsummer Night's Dream* opens next Mon for six performances conducted by Stuart Bedford, with cast headed by James Bowman

and Lillian Watson (4286 8883).  
Théâtre de la Ville Anne Teresa De Keersmaeker's dance troupe *Rococo* is in residence from tomorrow till Sat (4274 2277).  
Palais Garnier Ballet de l'Opéra de Paris presents a Nijinski triple bill from Feb 9 to 28 (4742 5371).

#### CONCERTS

Théâtre des Champs-Élysées  
Tonight: Yevgeny Kissin piano recital. Wed: John Eliot Gardiner conducts North German Radio Symphony Orchestra in works by Strauss, Weill and Rakhmaninov, with vocal soloist Ute Lemper. Fri: Charles Dutoit conducts Orchestre National de France in a Shostakovich programme, with violin soloist Gidon Kremer. Sun morning: Jean-Philippe Collard and Berlin Philharmonic Wind Quintet. Sun afternoon: Philippe Herreweghe conducts La Chapelle Royale in a Mendelssohn programme. Feb 14: Simon Rattle conducts Orchestra of Age of Enlightenment (4952 5050).  
Salle Pleyel: Tonight: Armin Jordan conducts Ensemble Orchestral de Paris in a Richard Strauss programme, including six *Lieder* sung by Felicity Lott. Wed, Thurs: Donald Runnicles conducts Orchestre de Paris in works by Britten, Prokofiev and Sibelius, with piano soloist Elisabeth Leonskaja (4561 0830).  
Théâtre de la Ville Fri, Sat: Zoltan Kocsis plays piano music by Debussy, Schubert, Liszt and Chopin (4274 2277).  
Châtelet Sun morning: Elena Bashkova and Brigitte Engerer play piano music for four hands by Schubert, Liszt and Ravel (4028 2840).

### ARTS GUIDE

Monday: Berlin, New York and Paris.  
Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington.  
Wednesday: France, Germany, Scandinavia.  
Thursday: Italy, Spain, Athens, London, Prague.  
Friday: Exhibitions Guide.

#### European Cable and Satellite Business TV

(Central European Time)  
MONDAY TO FRIDAY  
Super Channel: European Business Today 2230; repeated 0630, 0715  
MONDAY  
Super Channel: FT Reports 1230  
TUESDAY  
Super Channel: West of Moscow 1230  
Euronews: FT Reports 0745, 1315, 1545, 1945, 2345  
WEDNESDAY  
Super Channel: FT Reports 1230  
THURSDAY  
Super Channel: West of Moscow 1230; FT Reports 2130  
Euronews 0745, 1315, 1545, 1845  
FRIDAY  
Super Channel: FT Reports 1230  
Sky News: FT Reports 2030  
SATURDAY  
Sky News: 0330, 1330  
SUNDAY  
Super Channel: FT Reports 2230  
Sky News: FT Reports 1730, 0430

## INTERNATIONAL ARTS GUIDE

### BERLIN

OPERA/DANCE  
Staatsoper unter den Linden Two Gluck operas - *Alceste* and *Iphigénie en Tauride* - can be seen in tandem over the next three weeks, in new French-language productions staged by Achim Freyer and conducted by Martin Hengelbrock. Casts are headed by Anna Caterina Amato (Alceste), Carola Hahn (Iphigénie), Gino Quilico (Orontes) and Keith Lewis (Pyrrhus). Repertory also includes *Die Zauberflöte* and Minkus' ballet *Don Quixote* (200 4762/2035 4494).  
Deutsche Oper The main event this week is the revival on Sun of Arbert Reimann's 1992 Kafka opera *Das Schloß*, with Wolfgang Schöne as K (repeated Feb 8, 22, 26). Repertory includes *Tosca*, *Madama Butterfly*, an evening of John Neumeier ballets and a Stravinsky production with choreographers by Balanchine and Béjart (341 0249).  
CONCERTS  
Philharmonie Tonight, tomorrow: Bernard Haitink conducts Berlin Philharmonic Orchestra in works



Samuel Brittan

## Evidence for a real recovery at last



Commentators on the economic scene have a habit of pointing to information gaps. But just occasionally it is possible to be more definite. For instance, it is certain, as far as anything ever is, that the British economy has at last embarked on a real recovery. By that I mean not merely positive growth, which we have had since the second quarter of 1992 and of which the Treasury makes so much, but growth sufficient to take up some of the slack that developed during the recession.

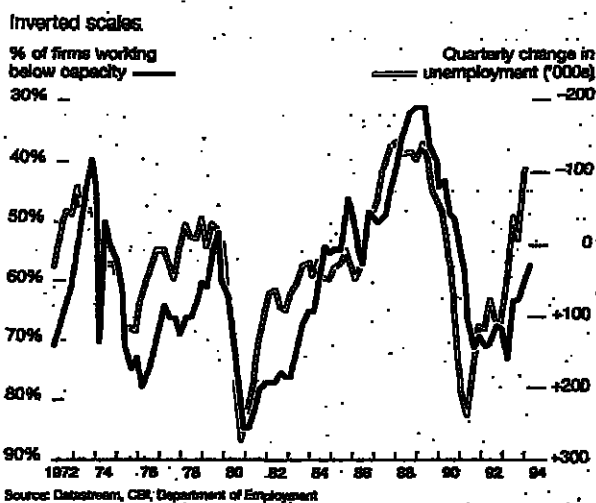
The fascinating aspect is that it is possible to infer something important from trends to which we can put only signs and not real numbers. The growth rate itself - now estimated at 2.1 per cent per annum for non-oil GDP - will not be known with any confidence for years to come. What we can, however, be reasonably sure of is that output is rising faster than trend.

There are two main ways of measuring the slack in the economy. One is from direct survey data. The CBI trends inquiry now shows that capacity utilisation is not merely a good deal higher than at the bottom of the recession, but above the average percentage recorded since the survey began well over 30 years ago.

Survey evidence of capacity covers mainly manufacturing, which is only a little more than a fifth of the total economy. It is also very likely that the high utilisation ratio reflects scrapping of capacity and not just the strength of recovery. So it is best to check with labour market data. Here we see that the jobless count has surprised nearly all observers by falling by 226,000 in less than a year. The increase in female part-time jobs does not explain the whole change. Other data, notably vacancies, suggest that the labour market has been tightening since the middle of 1993.

For any given state of price expectations, inflationary pres-

### Capacity working and unemployment



ures are affected both by the amount of slack in the economy and the rate at which the slack is being absorbed. Core inflation - if we remove both mortgage interest and tax distortions - is not far from 2 per cent per annum. The upward trend in sterling is also an anti-inflationary influence. The one influence for inflation is the rate at which the labour market is tightening, and unused capacity has been taken up.

But starting from a deep recession, there is not yet a danger here. The remarkably subdued level of pay settlements indicates that the economy is still operating beneath the point at which inflation is liable to accelerate. What prudence does suggest is that the Treasury and the Bank should leave well alone and not try to stoke up the recovery by interest rate cuts - which oddly enough seem to have been demanded mostly by the anti-EC Right among ministers.

Clearly, the present rate of recovery cannot be guaranteed. What are the main threats? The first and well-advertised one is from the effects of this year's tax increases, amounting to more than 1% per cent of GDP. But fiscal squeezes just as large have in the past failed to slow down recovery once confidence has returned. It

would be quite wrong to offset contractionary pressures from this source before there is any evidence of their impact.

The other potentially contractionary influence is an excessive rise in sterling. Here, however, the alarmists themselves are being over-influenced by the rate against the D-Mark. They should look at a chart in the CBI's own January Economic Situation Report, which shows that the great bulk of the depreciation of sterling since the UK left the ERM has remained intact, if measured by the comprehensive sterling index. This is better luck than the government was entitled to expect. Independent evidence such as that collected by the Bank of International Settlements suggests that sterling is slightly undervalued.

If a wall of money were to descend on London and sterling threatened to reach dizzy and unsustainable heights, then it would be right to cut interest rates, maybe drastically. The anti-European Right might then be torn between its dislike of exchange rate management and its lately discovered penchant for depreciation. If I had to put it all on one of Winston Churchill's postcard-sized messages, it would be: "UK economy moving right way. For now. As Asquith used to say: best wait and see."

Every business day, at 5pm Eastern Standard Time, a computer in a plain building in Phoenix, Arizona, goes into action. It does not take long for it to do its work: within seconds, orders from people who want to buy and sell shares in US companies have been matched together and deals struck, without human intervention.

At less than 700,000 shares a day, the two-year-old Arizona Stock Exchange accounts for a tiny fragment of the volume of trading that passes through the US stock market. It represents about 0.1 per cent of the combined turnover of shares traded on the New York Stock Exchange and Nasdaq, the US's screen-based market.

To some in the longer-established exchanges, however, the Arizona Stock Exchange, and others like it, pose a serious threat to the future of the US stock market by taking business away from so-called "primary" markets such as the NYSE and Nasdaq.

The critics have two complaints about the newcomers. First, some investors' orders may end up being executed in a market where they do not find the best price. Second, and worse, fragmentation may weaken the mechanism by which markets determine the best price for shares: increasingly buyers and sellers will no longer be coming together in a single forum.

The people who raise these concerns - the NYSE has been among the most vocal in recent years - do so in part out of self-interest. But such worries prompted the report last week by the Securities and Exchange Commission, the government agency which regulates the investment markets. "Market 2000", the SEC's first broad study of the structure of the US equity markets for two decades, concluded that there is not much wrong with the way the markets are currently run. In the process, though, it may have skated over some of the structural questions worrying participants.

At first sight, there seems to be little wrong with the way the US stockmarket is operating. The volume of shares traded across the country is far higher than in the faded trading frenzy which seized financial markets in the mid-1980s. On the NYSE, the number of shares traded in 1993 crept back above the previous, 1987, peak to 52bn; last year it soared to 67bn and shares worth \$2,250bn changed hands. The brokers, dealers and

## The price of a share in the cake

Richard Waters asks if structural problems in the US stock market are being obscured



trading systems which act as intermediaries to this activity have reaped the benefits. Whether in the form of trading fees, dealing spreads (3% a share is typical) or commissions (big institutions generally pay six cents a share), their income has been surging ahead, along with the volume of trading.

Competition has intensified for this business - particularly as technology has increased opportunities for automating large parts of the share-trading process. Technology has also blurred the distinction between broker/dealers and trading systems. Some of the biggest private automated systems are owned by securities houses - for instance by CS First Boston in New York.

But the argument of the critics is that the competition is threatening the integrity of the US stock market.

Certainly, some of the methods used by dealers and trading systems to win business may be at the expense of customers. One way to attract more orders is to pay the person who brings them to you. Some dealers pay a cent or two a share to brokers who put business their way (known as "payment for order flow"). Another way is to refund part of an institutional investor's commissions by supplying him with equipment such as Reuters screens or other services (known in the US as "soft dollars", and in the UK as "soft commissions").

This is big business: soft dollar "refunds" run at more than \$1bn a year. As the commission pie keeps getting bigger, more and more people are trying to cut out a slice. Such practices raise serious questions about whether inducements interfere with a broker or institutional investor's duty to get the best deal for their customers. However, the SEC, in its report last week, seemed to disagree - provided there was full disclosure of the practices being used. It concluded that the inducements should not be banned. But it is planning to

bring forward new regulations this year to force the release of more information about such arrangements.

However, automated trading systems, such as the Arizona Stock Exchange, have other ways of attracting business.

### The report may have skated over some of the questions worrying participants

They allow buyers and sellers of shares to deal directly with each other, avoiding the dealer's spread. To the extent that it has brought down the cost of trading and forced established markets to improve their services, this has benefited investors. Though the NYSE is worried about the impact on its business, the SEC concluded that fledgling new markets

should be nurtured with a light regulatory touch and, if anything, given greater opportunities to compete with the primary markets.

The SEC has, however, not assuaged a far-reaching fear of established players in the US stock market: that if the volume of share trading is divided among an increasing number of arenas, the efficiency of the market will eventually be undermined. Trading on the NYSE still determines the price of, say, IBM shares. Other markets take its prices as a reference when handling trades. But if many of the orders to buy or sell IBM shares never reach the NYSE, its effectiveness in setting the most appropriate price will be lessened.

So far, the extent of the fragmentation is limited, though use of private trading systems is growing fast - the volume of shares traded on them rose by 60 per cent in 1992 and then

doubled again last year. They still account for only a small fraction of the total: 1.4 per cent of trading in NYSE stocks last year, and 13 per cent of Nasdaq stocks. The NYSE still handles 79 per cent of the trade in the shares it lists, and customers are generally happy with the service. "I like the NYSE - it's a fine auction market and costs are OK," says Mr George Phiroze, head trader at mutual funds group Breyfus.

At the same time, the NYSE has itself encouraged the fragmentation of markets. Half of its trading (up from 17 per cent 20 years ago) does not take place on the exchange's floor at all but is carried out by big securities firms who match buy and sell orders from their own customers, or who take big blocks of shares from sellers and parcel them out to other investors. These trades only nominally "cross" on the floor of the exchange.

One way to overcome the potential problems of fragmentation as the US stock market expands, is through linkages. Some electronic links already exist: the ITS, a link between the US's seven exchanges, Nasdaq and the Chicago Board Options Exchange, handles about four per cent of trading in NYSE shares.

To reinforce such safeguards, the SEC last week proposed rule changes which would go some way towards forcing a greater dispersal of information within the US stock market about possible orders from buyers and sellers of shares.

But while the commission wants to give the stock market a nudge towards a more open, competitive trading environment, the tone of its report leaves it unclear how hard it will push for reform. Changes will, in part, require amendments to the "primary" exchanges' own rules. It is not yet evident how willing they will be to make such adjustments - nor how much pressure the SEC will try to exert on them to do so.

In expressing a desire not to disturb what it calls the "carefully maintained equilibrium" in the markets, the SEC may have avoided antagonising many of the middlemen who make a living out of trading shares. But the SEC may have missed an opportunity to establish a framework to cope with the upheavals in market structure that competition and technological advance - and perhaps a future downturn in the volume of transactions - will bring.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### No way to behave

From Mr Kees J Kempenaar.

Sir, Richard Gouley's otherwise excellent guide to recovery for survivors of the recession (Management: The Growing Business, January 25) contains one lamentable anachronism. The only way "... is to be able to turn round to the customer and stick two fingers up" represents precisely the attitude most likely to extinguish any glimmer of improved prospects.

We all have customers. What is called for from suppliers is to take the lead in developing healthy and commercially sustainable partnerships with their customers. This requires dedication to foster trust, and a mutual understanding of requirements and ambitions. Fingers should be put to work, not stuck up at customers.

Kees J Kempenaar,  
Calle Avila 77,  
Valldoritz,  
08190-Sant Cugat,  
Barcelona, Spain

### Time for more circumspection

From Dr George M Georgiou.

Sir, It's a bit late in the day for Joe Rogaly to shed crocodile tears ("It is a moral issue", January 13). His apparent revulsion at the vulgar materialism resulting from 14 years of Thatcherism and the concomitant lack of morality in British politics would have sounded far more convincing had he taken a more critical attitude towards the Tories throughout the 1980s.

Mr Rogaly is lucky. With the benefit of hindsight he can take the moral high ground without the loss of his job. However, no amount of preaching will eradicate the misery of the millions whose misfortune it was to be guinea pigs in a 14-year experiment in naive laissez faire economics.

I hope Mr Rogaly will not hesitate to use his column to be more circumspect when the Tories begin expounding their next zealous conversion to whatever economic religion they discover from books written long, long ago. George Georgiou,  
7 Patroklos Kokkinou,  
Flat 21, Nicosia, Cyprus

### Now some aid for UK science

From Dr E G Nisbet.

Sir, As a scientist, I would like to express my thanks to the former chancellor and to the Bank of England for their sterling support of science in the former Soviet Union. A significant chunk of their spending to support the pound last year was, I gather, channelled via the generosity of Mr George Soros to this purpose.

Over the past month or so my colleagues and I have been deluged with requests from the International Science Foundation to review research proposals to science groups in the former Soviet states.

These proposals are typically tightly budgeted requests for modest sums, to carry out first-rate science, in cost-effective

ness this is probably the best aid yet given to the former Soviet states. By maintaining the scientific morale of eastern Europe, it does far more than an opera house of bankers for reconstruction and development. Perhaps the former chancellor will sing some more during his ablations.

The present chancellor might even consider similar aid to UK science. Here, research is at present mostly carried out by harassed post-doctoral fellows on short-term contracts and with no prospects.

Those who are lucky enough to have jobs as lecturers and professors are too busy responding to quality audits, selectivity exercises and other aspects of the UK's Stalinist

regime of accountability and control (something not suffered by our colleagues in the west). At our college, they closed down chemistry recently for lack of interest. At an annual salary of £17,000 for a bright young lecturer, with an Oxbridge first, a doctorate and post-doctoral experience, or £30,000 for a high-flying 45-year-old professor (no cars, no fringe benefits), a slight diversion of the £25bn motorway money to UK science would go far to aid the UK's recovery. It is too much to ask for a line off the M25, but could we at least have a hard shoulder?

E G Nisbet,  
Holly Cottage,  
Middle Hill,  
Englefield Green,  
Surrey TW20 0JP

### Different pay deals for Channel train drivers

From Mr Lew Adams.

Sir, Due to a misunderstanding, your report, "Aslef wins 30 per cent pay rise for Channel train drivers" (January 13) confused two agreements reached by my union.

Annual salaries of between £20,500 and £25,000 have been agreed for 55 Eurostar drivers working for the BR subsidiary, European Passenger Services. They will take passengers from Waterloo International through the Channel Tunnel to Paris and Brussels.

A separate deal has been reached with Railfreight Distribution under which drivers of freight trains will receive a tunnel allowance of £90 a week, double the current driver only allowance, on top of their BR basic weekly wage of £210. They will take trains through the tunnel as far as

the terminal in Calais. We anticipate that such drivers will be able to earn about £400 a week in total.

Aslef publicised these agreements, which concerned only drivers' current average earnings across British Rail of about £18,000, to show that we intend to negotiate the best possible settlements for our members. Last year's Aslef conference accepted that we may not be able to keep all drivers on a uniform rate of pay nationwide when we face the possibility of having to talk to some 41 different train operating companies under the privatisation plans.

Lew Adams,  
general secretary,  
Associated Society of Locomotive Engineers and Firemen,  
5 Arkwright Road,  
London NW9 6AB

### Hitch in flight to Cyprus outside airline's control

From A Demetrios.

Sir, We refer to Mr Skapinker's article (Business Travel: "Long day's journey", January 10) regarding the disruption caused to British Airways' flight from Heathrow on December 27 1993 and Cyprus Airways' flight from Heathrow on December 28 1993, as a result of the civil servants' strike in Cyprus.

This lightning strike

occurred on a bank holiday late in the evening and there was insufficient notice. Cyprus Airways and British Airways, (which acts as the handling agents of Cyprus Airways), the two affected airlines flying from London Heathrow to Cyprus, followed the same policy for their passengers.

Although the strike was outside our control and the airline is not liable, we would like to

apologise to Mr Skapinker and indeed to all of our customers for any inconvenience caused and assure them of our best attention when they next fly with us.

A Demetrios,  
regional manager,  
northern Europe,  
Cyprus Airways,  
Exton Centre,  
29/31 Hampstead Road,  
London NW1 3JA

This announcement appears as a matter of record only.

October 1993

Acquisition of

## .A.S.A. Abfall Service Holding AG

(a leader in the Austrian waste sector)

by

## TIRU SA and SDS SA

(part of the Electricité de France Group)

Purchaser advised by

**Price Waterhouse**  
Corporate Finance



Paris

Tour AIG  
34 Place des Corolles  
92908 Paris La Défense (Courbevoie)

Vienna

Prinz Eugenstrasse  
72, A-1040 Vienna

Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.



## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday January 31 1994

## China and the Gatt

Napoleon once advised the world to let the Chinese giant sleep since "when he wakes he will move the world". By now it is too late. The question for the world is how to respond to the quake. On balance, the best choice is to facilitate rapid market-oriented development of the Chinese economy. One implication is that China should be accepted into the General Agreement on Tariffs and Trade, on strict economic conditions.

There is no denying, however, that China presents problems. The country has three inhibitors for every two in western Europe, North America and Japan combined. Its economic growth ran at over nine per cent a year between 1980 and 1991 and could continue at such a rate for decades. It also brings together a powerful comparative advantage in labour intensive manufactures and easy access to capital and skills. On the minus side, its economy continues to be distorted by the legacy of planning and controls.

Last but not least, China is a corrupt despotism. The notion of China as an economic colossus under anything like the present regime is bound to cause concern. But rapid export-oriented industrialisation is likely to create strong pressures for political change in China, as it has in other east Asian countries. This is why the west should focus its attention on sustaining market-oriented reforms. China's application to join (or, as it would argue, rejoin) the Gatt presents an opportunity for achieving just that.

## Urgency

The Gatt's working party on China's membership was established in 1988. But the Tiananmen Square massacre and the Uruguay round put these discussions largely on hold. Now a degree of urgency has been injected into the negotiations, partly because this is an important piece of unfinished business and partly because China is ensured of becoming a founding member of the prospective world trade organisation only if the negotiations on Gatt accession are completed this year. Otherwise, there would have to be new negotiations over China's accession to the WTO.

China, would like Gatt entry on standard conditions, consisting of

## Reforming the welfare state

The cost of the welfare state is one of the most challenging policy issues facing the world's leading economies. Increases in welfare spending have been a significant factor in the budget deficits which burden almost all the 24 states in the Organisation for Economic Co-operation and Development. As the UK government is learning, failure to control such spending leads eventually to the political odium that accompanies higher taxes.

Demographic trends mean that reform cannot be long delayed. The number of people over 65 in OECD countries will almost double by 2050. At the same time, lower birthrates mean that there will be fewer people of working age. In 1990, there were five people of working age for each one over 65; in 2050, there will be fewer than three. The rising cost of pensions and healthcare for the elderly will fall on a shrinking band of people at work. They are unlikely to find acceptable increases in taxes needed to pay the bill.

The techniques being deployed across the developed world to control welfare costs vary according to national circumstance. But in the FT's series on welfare state reform around the world, which concludes on the opposite page today, it has been possible to discern some common themes.

One is a greater emphasis on persuading individuals to make their own provision. In the UK, persuasion is open, with incentives to take out personal pension schemes. In other European countries, such as Germany, state pension benefits have been reduced, encouraging individuals to do more for themselves. Public welfare spending will inevitably take a larger share of national income unless individuals can be persuaded to save more for their retirement.

## Part-time work

A second theme is reform of the labour market to increase effective working life. One way is to encourage more opportunities for part-time work for older people and those with home responsibilities; this requires looser regulation. Another is to raise the retirement age so that individuals may work for as long as they wish, and continue paying taxes longer to

support the welfare state. In the current recession, employers often retire older workers before pension age to reduce their staff. But demographic pressures will soon require them to retain their older staff for as long as possible.

Thirdly, user charges will also come to play a greater role in welfare services, particularly in health. Such charges can foster responsibility among users by providing an incentive not to waste resources. And as in President Clinton's health reforms, asking patients to share the cost of treatment can encourage them to exert downward pressure on charges.

## Economic dialogue

There are good reasons, however, for the US to modify its approach. Withdrawal of MFN treatment would be economically damaging to the US itself. It would also harm the economic dialogue begun by President Clinton at the Asia Pacific Economic Co-operation (APEC) forum in Seattle last November. Bilateral pressures designed to corner Beijing and force concessions have been shown not to be the most effective way to secure political change in China. Gatt, by contrast, offers a less tense but still powerful multilateral framework for improving China's economic policies in a more market-oriented direction.

China's membership of the Gatt should therefore be accepted, but subject to a safeguards regime that could be modulated to the state of economic reform. This would bring China into what is expected to become one of the most important bodies in the global economy, as befits the country's size and potential. Some will argue that China cannot be a Gatt member in good standing, because it would be politically impossible to offer equal treatment to imports from so large a non-market economy. That is an argument not against accession, but in favour of conditional accession.

The west cannot ignore gross violations of human rights in its relations with China, or any other country. But its trade relations should focus on the policies that affect trade. If trade and economic issues move in the right direction, the policies will follow.

In making these sort of reforms, the nature of the welfare state will change. No longer will the aim be to support citizens "from the cradle to the grave". Instead, the welfare system will become more of a safety net which helps those who are unable to provide for themselves. This withdrawal of the state in favour of individual provision should be seen as a natural step in societies which are becoming more affluent and consumers more choosy.

Such a transformation is not easy. It can only happen gradually, since those currently in work must continue to pay the pensions of those already retired while building up their own savings. And there is a danger that a more targeted welfare system creates disincentives to save. Greater compulsion to save for old age may be required as the state withdraws from universal pensions.

However, it is in ensuring that the welfare system does not reduce the efficiency of labour markets that the greatest challenges are faced. There is an inexorable decline in opportunities for full-time unskilled labour and a growing demand for part-time and flexible workers. Participation in this changing labour market can be discouraged if the withdrawal of means-tested benefits combines with the taxation system to create a poverty trap with very high effective tax rates.

Finding ways to ensure that this does not happen is not only the key to avoiding welfare dependency. It is at the heart of the economic success which is necessary to underpin any form of welfare state.

When Boehringer Mannheim, the German healthcare company with sales of almost \$1.5bn a year, realised how much cuts in German drug spending would damage profits, it decided to move the headquarters of its pharmaceutical division on the Rhine to Connecticut in the US.

Mr Mark McDade, chief operating officer, is determined to be gone by April. "Operating profits in Germany fell by 20 per cent in the first half of last year. We have to reduce costs. This move will save money." About 1,500 of the 9,600 jobs on the company's German payroll will be cut as a result of the move.

Emigration may not be on every European drug company's agenda. But executives across the Continent are making some tough decisions in response to cuts in spending on drugs by governments seeking to cut healthcare costs.

Official figures for 1992, the latest available, show prescription drugs worth \$50bn were sold in the five biggest European markets - France, Germany, Italy, Spain and the UK. Three years earlier, the figure was \$36bn, in real terms.

Almost all of this cost was borne by the public purse, through schemes which reimburse or subsidise pharmacists and doctors supplying medicines to patients.

The bill is rising as an ageing population demands more healthcare, and medical advances offer new treatments for ailments ranging from migraine to AIDS.

But recession has blunted both the will and ability of governments to foot the bill. Moreover, a combination of pressures has led to a reappraisal of the basic principle of universal provision on which many of the European welfare state systems have been based.

In an effort to control costs, Germany has cut its national health drugs spending from DM26bn (\$10bn) in 1982 to DM22bn in 1993. Italy this month reduced the number of drugs eligible for subsidy, saying it wanted to cut the national drugs bill by 30 per cent. The French government last week signed a deal with drugs industry representatives that will cut the growth in drug sales from more than 8 per cent a year to 4 per cent, according to estimates by Goldman Sachs, the securities house. Last year, the UK government imposed a 24 per cent cut on the prices of about 34 per cent of gross domestic cover) taken for granted for decades elsewhere remain controversial in the US. In Europe, the political challenge is to find ways of easing the crushing financial burden imposed on public sectors by long-established "cradle-to-grave" welfare states. There is little stomach for extending government services; the quest is rather for politically acceptable cuts in public provision.

The US, by contrast, is still in the building phase. In addition to providing health cover for 37m uninsured Americans, Mr Clinton envisages a larger government role in labour markets. He wants to replace a passive unemployment insurance system with an activist "re-employment service" of the kind pioneered in Sweden. Rather than simply handing out cheques, public agencies would assess workers' skills, organise training and provide assistance in job search. As with healthcare reform, this is part of a broader effort to restore a sense of personal economic security.

An extension of the US welfare state is feasible only because social policy has been so circumscribed in the past. Americans grumble about high taxes, but their fiscal burden is still relatively modest. Total government spending accounts for only about 34 per cent of gross domestic product against an average of 53 per cent in Europe. Public spending is under better control because the US relies more heavily on private provision (the majority of Americans still get health insurance through private employers) and because it never entirely lost confidence in the 19th century ideal of self help.

Most Americans accept that a safety net for children, the elderly and the disabled - the "deserving poor" - is needed. But the concept of "income support" for anybody who falls on hard times remains alien to the culture. Unemployment insurance lasts only six months (except during recessions); thereaf-

ter single adults are on their own. Welfare support is restricted mainly to families with children, usually those headed by single parents.

Public debate about social policy, however, is strangely skewed. Querying the vast sums lavished on the elderly - including well-to-do senior citizens - has become politically taboo. There is virtually no discussion of the merits of Social Security, the federally run pension system that costs taxpayers \$300bn a year. Nobody seems remotely concerned by actuarial reports showing that this pay-as-you-go system could become insolvent early in the next century once baby-boomers start retiring.

Pundits are instead driving themselves into a frenzy over welfare

England and Wales, has decided to stop publishing the reasons of space, the names of those knuckle-rapped by its disciplinary committee. Unless readers object in large numbers, "consent orders" for minor misdemeanours will no longer even be hidden in small print at the back of the magazine.

Quislings

Hope that Alan Bowkett and his team at Berisford International, poised to take over the troubled Magnet business, are better prepared for today's shareholder meeting to agree the deal, than they were when quizzed last week.

Observer hears that whilst Berisford's top team might be good at financial figuring, it is a bit short on general knowledge, judging by its performance at a corporate quiz night organised by headhunters Whitehead Mann last Thursday. Rather foolishly, Berisford fielded its top team of chief executive Alan Bowkett, Denis Muller, finance director, and company secretary, Barry O'Connor, rather than a bunch of unknowns from its personnel department.

The Berisford big-wigs got into trouble early on when Bowkett (geography "A" level with distinction) admitted he had no idea of the length of the Amazon and his finance director confused

Daniel Green on the strategies adopted by European drug companies to cope with cuts in state spending

## Sweeteners for a bitter pill

Brothers, the stockbroker.

The impact on corporate profits will be apparent in coming weeks as the annual results season for European pharmaceutical companies gets under way. An indication of what lies in store came last week when full-year results from Merck, the US drugs company, showed 7 per cent sales growth in the US but only 1 per cent in Europe.

With the impact of reforms in the UK, Italy and France still to be felt, and with further price controls likely in Spain and outside Europe, drugs industry executives have not waited for profit figures before taking action. What they are doing varies by company and country, but there are four themes:

● First, they are cutting payrolls and closing sites to reduce operating costs. In Germany, Hoechst is eliminating more than 20 per cent of its 1,400 jobs at its pharmaceutical head office.

Bayer, where profits on drug sales in Germany for the first nine months of 1993 were down 50 per cent on the same period a year earlier, plans to cut almost 30 per cent of its 1,100-strong pharmaceutical marketing division.

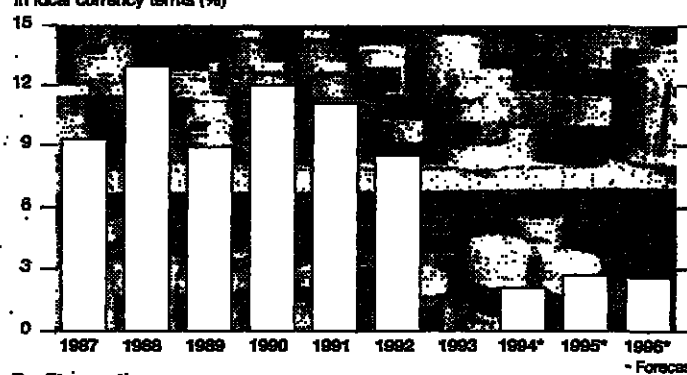
The company is also beset by troubles in its chemicals operations. "I cannot rule out targeted job cuts in 1994, but it will not be on the level seen so far," said Mr Manfred Schneider, chairman, last week.

Glaxo of the UK, Europe's biggest drugs company, is cutting staff in Germany and Italy. And Fisons last week said it would cut 1,000 jobs, almost 15 per cent of the workforce, and partially close its biggest plant - at Holmes Chapel in Cheshire in the UK.

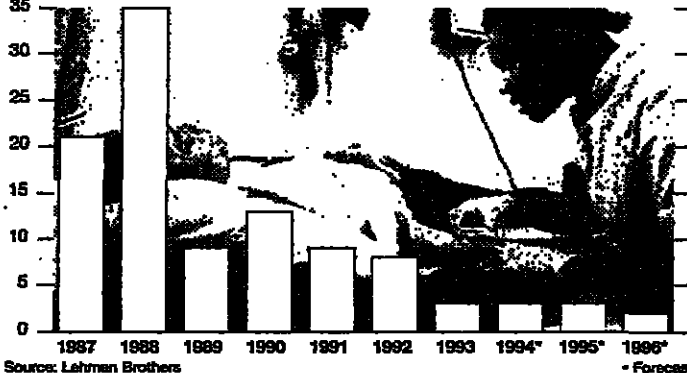
Other companies have closed entire plants. Wellcome of the UK, for example, has shut one in Belgium and another in the UK. Meanwhile, Switzerland's Ciba is reorganising its entire pharmaceutical manufacturing operations in France, Spain, Italy and Belgium at a cost of Sfr250m (\$114.1m). The plan involves closing general-purpose plants and replacing them with large specialist centres. The company intends to close, by summer 1994, two multi-product sites in France and others in Spain, Italy

## European drugs market: a turn for the worse

Sales growth in local currency terms (%)



Profit growth in dollar terms (%)



Source: Lehman Brothers

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts

Forecasts



## South Africa comes closer to ethnic conflict Inkatha and white right defiant on all-race poll

By Patti Waldmeir  
in Umtata, KwaZulu

South Africa stepped closer to ethnic conflict at the weekend as black and white right-wing groups demonstrated their opposition to April's all-race elections, increasing the pressure on government and the African National Congress to accommodate their views.

Both the mainly Zulu Inkatha Freedom party and the white right Afrikaner Volksfront (Afrikaner People's Front) stressed they would take no final decision on participating in the poll until after today's planned talks with the ANC and government.

But supporters from both organisations, meeting at separate weekend conferences, made clear their rejection of the elections. Militant AVF supporters forced Gen Constand Viljoen, the moderate AVF leader, to leave the stage when he proposed to a gathering of 10,000 Afrikaners in Pretoria that they should vote in the April 27-29 election.

Gen Viljoen, who has battled to find a negotiated settlement, was shouted down by an angry crowd

of supporters of the neo-Nazi Afrikaner Weerstandsbeweging (Afrikaner Resistance Movement).

Ultra-militant AWB leader Eugene Terreblanche replaced

Nelson Mandela appealed to right-wing whites on Sunday to avoid any action which could provoke conflict in South Africa. Reuter reports from Rustenburg: The African National Congress leader was speaking during a tour of the western Transvaal province, following a rally by right-wing Afrikaners on Saturday which demanded that violence remain an option in their quest for self-determination.

him at the podium. He insisted that Afrikaners would vote only in a separate election for their own homeland, although moderate AVF leaders later scaled down this demand, calling for Afrikaners to vote on a separate ballot paper on the same day as the national elections.

The incident could undermine talks between the ANC and the AVF over a homeland: the out-

line deal struck between the two sides in recent weeks was put to the conference and rejected, raising doubts over whether Gen Viljoen and other "reasonable right" leaders can deliver to their constituents.

After the conference, at which the AVF declared symbolic independence from South Africa by electing its own interim representative council to rival the transitional executive council, Gen Viljoen pleaded for flexibility from the ANC and government.

Both Gen Viljoen and Inkatha leader Chief Mangosuthu Buthe clearly hope that weekend demonstrations of popular support for an election boycott will concentrate the minds of ANC leaders, who have failed to offer significant compromises to accommodate the right's demands for regional autonomy and "self-determination" of the Zulu and Afrikaner people. Inkatha's conference in Umtata, the KwaZulu capital, yesterday adopted a resolution calling for further talks, but Chief Buthe made clear that his party would boycott the poll unless constitutional changes were made.

## Exclusive phone network for Saudi Royals

By Alan Cane

The Saudi royal family has secretly commissioned a 10,000-line mobile telephone network for its exclusive use from Siemens, the German electronics group. In doing so it has not sought the approval of the Saudi telecommunications authorities and has annexed frequencies earmarked for the country's public portable telephone service.

The network, constructed in only three weeks, was first used for the December meeting of the Gulf Co-operation Council in Riyadh, where each delegate was presented, on arrival, with a portable GSM telephone. The GSM standard has been adopted by European countries for the next generation of portable phones.

Siemens confirmed that the system had been constructed for the Royal Palace and that its technicians were extending the network to 30,000 lines covering Riyadh, Jeddah, Dammam and other Saudi Arabian cities.

Mr Helmut Müller, the German group's director of international sales for mobile networks, said the intention was to spread use of the system outside the Royal Family. The whole system would be completed by April.

He rejected suggestions that the network would cost between \$40m and \$50m but would not be drawn on the price. A 50,000 line system built for Kuwait cost \$30m, according to industry analysts; that suggests that if \$40m was close to the real price for the Saudi system then the royal family paid heavily for the speed and secrecy with which the system was constructed.

The royal network was uncovered last week by a journalist specialising in telecommunications. Mr Damian Peachey happened to switch on his mobile phone while staying in Riyadh and was puzzled to see a message on the screen that the network was live but he was forbidden to use it. He knew Saudi Arabia had no public mobile phone network, but the message suggested there must be a cellular radio system operating in Riyadh on the GSM standard.

Telecommunications, particularly mobile telephone systems, is a touchy subject in Saudi Arabia where the demand for mobile telephones is huge. There is a mobile network of sorts, based on obsolete analogue technology and extending to only 20,000 lines, 4,000 of which are reserved for the use of the Royal Family.

GSM, based on computer technology where messages are transmitted as a series of electronic pulses, is the technology of choice for the Gulf states. It allows users to "roam" freely and use their phones across national boundaries. Siemens has already installed GSM systems in Kuwait, the United Arab Emirates and Morocco.

## THE LEX COLUMN

### UAP breaks cover

UAP has again cast its shadow across the boardrooms of UK insurers and set pulses racing in the equity market. Last week's comments by Mr Jacques Friedmann, UAP's new chairman, were not the first to spell out the company's ambition. A slice of the UK non-life insurance market would be a strategic fit with interests in continental Europe. While it is difficult to believe that UAP would be willing to launch a bid before its privatisation in the spring, an acquisition thereafter cannot be ruled out.

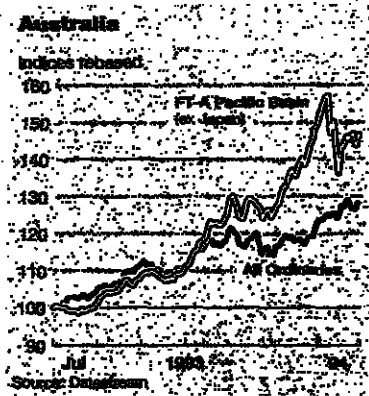
The small stake in Sun Alliance acquired last summer by Transatlantic, the investment company which UAP jointly controls with Liberty Life of South Africa, could provide a toehold. The remarkable performance of Transatlantic's shares in recent weeks up from 320p to 440p since early December - would be a promising foundation from which to raise additional capital. That said, UAP's partnership with Transatlantic was a convenient way of settling an uncomfortable rivalry with Liberty Life over the ownership of Sun Life. In the long term it might prefer full control of its investments.

Neither is it clear that UAP would be getting good value by making a hostile bid for Sun Alliance, which is already trading at a substantial premium to net assets. A smaller, agreed deal might offer better value. Since UAP does not have to worry about upsetting UK insurance brokers, buying into the fast-growing direct insurance sector must be a tempting option.

It is less clear that the owners of the three largest direct writers - Royal Bank of Scotland, Royal Insurance and Winterthur - would want to sell.

### Australia

No one can accuse Australian equities of poor performance in 1993, but their rise of around a third did lag the striking gains elsewhere in the Pacific rim. That raises the question of how the market will fare if international investors really tire of the fancier markets such as Hong Kong. Part of the answer is that an end to the liquidity flows from the US and Japan which have bolstered south east Asian markets would certainly dull the prospects for Australia as well. But international investors are still underweight in Australia, where markets could fare relatively better. Going to date here, not left industrial issues particularly expensive in relation to expected earnings increases of some 25 per cent in



the current fiscal year. Resources issues could outperform if recovery in the industrial world brings the prospect of rising commodity prices.

Australia's long recession forced companies to cut costs to the point where they are markedly more competitive. That has helped contain the current account. Measured as a proportion of output, last year's deficit of some 3.5 per cent of GDP was the lowest since 1980 even though exports have not yet been boosted by higher commodity prices. With inflation still low, there is also some prospect of a stronger Australian dollar.

The biggest appeal should be Australia's resource-based economy. On past experience this should come into its own if a turnaround in both the Japanese and European economies brings synchronised recovery in the industrial world in 1994. Admittedly, coal prices remain depressed, but metals are already starting to attract attention, as the response to Mercury Asset Management's international mining fund showed. This argument still assumes, though, in stark contrast to the latest US GDP figures, that there can be no meaningful recovery without a spot of inflation in its train.

### Trafalgar House

Today's auction of the rumour of Trafalgar House's rights issue marks a radical departure for the London equity market. By turning its back on the established system - whereby shares are placed with institutions at a discount to the market price - Swiss Bank Corporation has attracted brickbats. Such placings have long been a source of cheap stock for institutional investors and means of patronage for stockbrokers. As a relative newcomer to the Lon-

don market with a run of aggressive deals to its credit, Swiss Bank is already out of favour with corporate financiers of the old school. But if the auction results in shares being sold closer to the market price, Trafalgar's shareholders - even those who declined to take up their rights - stand to benefit. The main reason for caution in principle is that auctioning a very large rumour of shares from a badly failed rights issue could arguably result in a more volatile market than the old softy-softy system. Since Trafalgar's share price has risen by more than 25 per cent in the last month, though, the rumour is likely to be modest. If that turns out to be the case, the proof of the pudding will be in the price.

### Banking

A neat coincidence of timing brings Spain's government-sponsored rescue of Banesto at precisely the moment that Continental Bank, salvaged by a comparable US effort in 1984, disappears into the arms of BankAmerica.

Since Banesto is also likely to be swallowed up, one lesson is that a fight for survival, even one as successful as Continental's, damages a bank's chances of remaining independent.

There is another lesson, too. Both Continental and BankAmerica came through their difficulties of the 1980s by focusing on the things they did best - nationwide corporate banking in Continental's case, regional retail banking in BankAmerica's.

In principle the two together make a stronger, more diversified bank than either alone. In practice, unusual management determination may be needed to avoid a consequent loss of focus. And the knock-down price in relation to assets at which BankAmerica is acquiring Continental reflects the market's misgivings about the long-term profitability of wholesale banking.

Banesto should have such problems. Despite J.P. Morgan's cajoling, the old management had not sealed itself to settle for doing a few things well. The new managers probably have the inclination but they may not have the time; the rescue plan seems set to hand control to a rival in a matter of months. Selling the deposit guarantee scheme's stake so promptly risks crystallising losses at the low point of the bank's fortunes. Banesto shareholders, diluted by 75 per cent, may not be happy, but all Spanish bank depositors are likely to be losers, too.

## Balladur unveils measures to boost economy and jobs

By John Riddling in Paris

Mr Edouard Balladur, the French prime minister, unveiled a package of measures designed to stimulate France's struggling economy and curb the rise in unemployment.

The measures are designed to encourage consumer spending and provide support to industries, including the motor industry, which have been badly hit by France's economic downturn. They relate to an estimated unemployment rate in excess of 12 per cent and a desire to strengthen the country's weak economic recovery.

The principal elements of the package, which was constrained by a budget deficit targeted at FF300bn (\$50bn) this year, include an easing of the rules relating to employees' profit-sharing schemes.

Under the proposals, employees will be able to withdraw funds

from these schemes ahead of the usual five-year deposit period if they are used to buy cars or for housing-related expenditure. Insee, the national statistics office, estimates that about FF30bn is currently held in such schemes.

The motor industry will receive additional assistance through an innovative scheme to give a FF75,000 allowance to motorists who trade in cars more than 10 years old and buy a new vehicle. This allowance appears to apply to all makes of car, irrespective of their country of origin.

Last year, car sales in the French market fell by 18 per cent to 1.72m, the lowest annual figure since the mid-1970s.

Mr Balladur, stressing that yesterday's measures did not mark a departure from existing economic policy, outlined additional plans to stem the rise in unemployment.

Implementation of the govern-

ment's five-year employment plan, which was announced last year, will be accelerated. Companies and unions were urged to bring forward negotiations to discuss how to increase flexibility in working practices and to extend part-time work and training schemes.

In addition, the government said it would encourage employers to increase the number of service sector jobs.

Mr Balladur said the economy's performance was improving and confirmed the government's forecast of 1.4 per cent growth in gross domestic product this year after an estimated contraction of 0.8 per cent last year. But many private sector economists are more pessimistic. The 2.1 per cent decline in consumer spending on manufactured goods in the final quarter of last year has raised fears that economic activity declined after recovery in the July-September period.

## Japan plans \$125bn stimulus package

Continued from Page 1

Kubota, director of the Economic Planning Agency, is also considering expanding an existing five-year programme of public works, worth ¥300,000bn, devised by former prime minister Mr Kiichi Miyazawa, officials were quoted in the press as saying. This week's package would be

the fourth and possibly largest pump-priming plan in 14 months. The previous three, worth a total of just over ¥300,000bn, have so far failed to rekindle growth, despite recent signs of a pickup in a few sectors.

The package means Mr Hosokawa will have evidence of demand when he meets US Pres-

ident Bill Clinton in Washington on February 11.

US-Japanese trade relations have been strained by failure to agree on Washington demands that Tokyo should accept numerical targets for reducing its trade surplus. The Japanese government knows Mr Clinton is under pressure to use sanctions if talks break down.

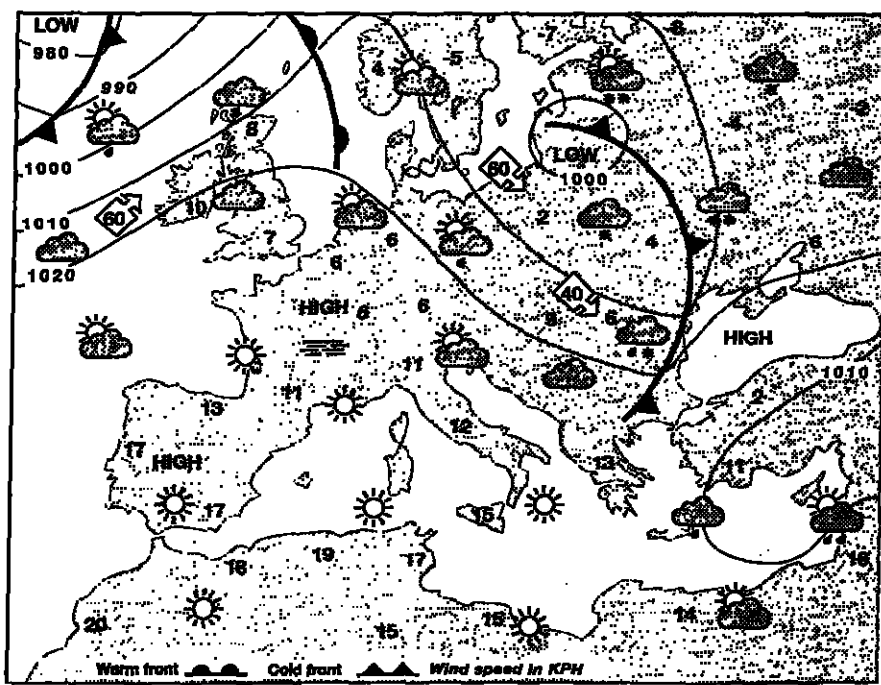
## FT WEATHER GUIDE

### Europe today

A storm moving from Scandinavia to Russia will bring widespread snow to Finland, the Baltic States and Russia, and strong winds south-east of Sweden. In its wake, a cold north-westerly flow will keep temperatures below normal from Denmark to Bulgaria. An active low pressure system approaching Ireland will draw warmer air over the British Isles, while associated rain will affect Ireland and Scotland. Meanwhile, high pressure centred near the Azores will extend to northern France, bringing mainly sunny and rather mild conditions to the western Mediterranean and central Europe. Temperatures will rise well above 15C on Spanish coasts despite some morning frost. The eastern Mediterranean will have a final day of showery and windy conditions.

### Five-day forecast

Tuesday will be settled and mainly sunny over large areas of Europe although the UK will be very rainy and windy. The rain, followed by cooler conditions and showers, will affect all Atlantic seaboard countries from Wednesday. Scandinavia will stay unsettled. The eastern Mediterranean will be mainly dry and sunny from Wednesday with temperatures above 15C.



Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

### TODAY'S TEMPERATURES

Moscow	cloudy	8	Cardiff	cloudy	7	Frankfurt	cloudy	8	Malta	sun	15	Rio	showers	29
Cebu	cloudy	10	Geneva	cloudy	8	Genova	cloudy	8	Manchester	cloudy	23	Riyadh	sun	23
Abu Dhabi	sun	25	Berlin	cloudy	6	Cologne	cloudy	6	Manila	cloudy	30	Rome	sun	13
Accra	sun	29	Bombay	cloudy	24	Osaka	showers	23	Medan	sun	31	Sao Paulo	sun	15
Algiers	sun	18	Bogota	cloudy	21	Hamburg	sun	24	Mexico City	sun	24	Seoul	sun	5
Amsterdam	cloudy	7	Bombay	cloudy	32	Dallas	cloudy	1	Miami	cloudy	26	Singapore	showers	27
Athens	sun	12	Brussels	cloudy	6	Dhaka	sun	23	Milan	fair	11	Stockholm	cloudy	-3
Bahia	sun	32	Buenos Aires	cloudy	9	Honolulu	sun	26	Montreal	sun	-13	Strasbourg	cloudy	7
Bangkok	cloudy	7	Chengdu	fair	6	Istanbul	cloudy	8	Moscow	snow	-11	Sydney	fair	24
Bombay	sun	33	Cairo	cloudy	14	Dubrovnik	fair	13	Murdoch	rain	7	Taipei	sun	18
Buenos Aires	sun	14	Cape Town	sun	27	Edinburgh	cloudy	7	Nairobi	fair	29	Tel Aviv	showers	14
Beijing	sun	8	Casablanca	cloudy	22	Faro	sun	17	Naples	sun	29	Toronto	fair	-9
									Nassau	cloudy	29	Toronto	fair	-13
									New York	snow	-1	Tunis	fair	17
									Lima	sun	20	Vancouver	sun	7
									London	cloudy	7	Vladivostok	sun	9
									Lucerne	cloudy	7	Vienna	cloudy	9
									Lyon	fair	4	Warsaw	sun	3
									Madrid	sun	18	Washington	fair	-1
									Manila	cloudy	32	Wellington	sun	16
									Mayaguez	sun	32	Winnipeg	sun	-18
									Reykjavik	rain	4	Zurich	cloudy	7

Latest technology in flying: the A340

**Lufthansa**  
German Airlines

## STRONG BONDS in a thriving bond market

continue to bring good results for fund managers, institutional investors and trading and sales departments throughout Europe. Subscribing to ISMA's data will reinforce your position and give you the competitive edge you need to stay ahead.

RETURN THIS COUPON NOW FOR AN INFORMATION PACK AND FREE DATA SAMPLE

Please send me - a sample of printed data ☐ a sample of electronic data ☐

NAME

COMPANY

ADDRESS

TELEPHONE

FAX

INTERNATIONAL SECURITIES MARKET ASSOCIATION LTD  
Seven Limeharbour Docklands London E14 9NQ Tel: (44-71) 538 5656  
Fax: (44-71) 538 4902

ISMA





# FINANCIAL TIMES COMPANIES & MARKETS

© THE FINANCIAL TIMES LIMITED 1994

Monday January 31 1994



Controllers, Electric Motors, Gearboxes

## Groups examine Ferranti defence electronics arms

By David White and Paul Taylor in London

About eight companies from the UK, France and the US have emerged as serious candidates to take over the bulk of Ferranti International's defence electronics operations. Ferranti's administrative receivers have drawn up a short-list of companies which have expressed interest in acquiring 70 per cent or more of the collapsed group which has been in receivership since early December when the General Electric Company withdrew a 10-per-cent share bid.

The list, compiled by Mr Murdoch McKillop and Mr John Talbot, the administrative receivers from Arthur Andersen, is understood to include GEC, British Aerospace, Thorn EMI and Thomson-CSF of France. The list of potential corporate purchasers is also believed to include one other French defence concern and two US companies.

A team of seven Ferranti managers, led by Mr Phil Burton, Ferranti's director of marketing, is also preparing a bid for most of the Ferranti operations. Last week the

management team began seeking equity finance to back either a full management and employee buy-out, or the management/employee element of a consortium bid in conjunction with a corporate partner from the UK or overseas.

The Ministry of Defence would not stand in the way of either a corporate or a consortium bid and has indicated that it would not raise competition objections. However, in the event of a French bid it is likely that the MoD would seek a joint-venture solution with a British partner.

Thomson-CSF already has first refusal rights on the 50 per cent it does not already own in the profitable Ferranti-Thomson Sonar Systems UK joint venture, which is not affected by the receivership. It is believed to be close to a deal to sell the additional shareholding on to GEC.

Such a move would satisfy the MoD which wants to see a 50 per cent British share maintained in the joint venture company since it regards sonar technology as crucial to national security. It would also lead to a new European sonar grouping.

## NFC chiefs clash over culture

By Andrew Bolger in London

An extraordinary clash between the chairman of NFC and his predecessor marked the united general meeting of the UK-based transport and logistics group.

About 1,110 shareholders heard Sir Peter Thompson, 65, who led an employee buy-out in 1982, accuse his successor, Mr Peter Watson, of putting the group's traditional values at risk.

Sir Peter particularly criticised the board's failure to seek shareholders' permission in advance of the group's £233m (£391m) rights issue last month, which will dilute the proportion of equity held by employees.

He asked Mr Watson, who succeeded him in 1991: "Why did you find it impossible to

seek permission from the people who have supported you all these years?"

Mr Watson said advance permission had not been sought because of the possible adverse effect of a deal on NFC's share price, but denied that the "continuing evolution" of the group posed any threat to its traditional values.

On NFC's trading, Mr Peter Sherlock, chief executive, said there was encouraging evidence of a steady if unspectacular return to growth in the US and UK, although not in mainland Europe.

Overall revenue in the group's UK Logistics business in the 12 weeks since October had grown 5 per cent compared with last year. The grocery and consumer sector had started well, but the industrial sector remained difficult.

## Banesto rescue plan agreed

By Tom Burns in Madrid

Banco Bilbao Vizcaya (BBV) and Banco Santander have emerged as the contenders to control Banesto, the Spanish banking group in which the authorities imposed a new management last month, according to a rescue plan agreed by the Bank of Spain and the private banking sector.

The plan will provisionally make the Deposit Guarantee Fund (FGD), which is financed by the Spanish banks, into Banesto's chief shareholder by underwriting a Pta180bn

(\$1.2bn) capital increase for the troubled bank.

Before the end of the year, the FGD will publicly auction its Banesto equity and the share offer will be constructed to allow a domestic institution to become Banesto's dominant shareholder.

BBV and Santander are singled out by analysts as the only possible strategic buyers of Banesto stock among the domestic institutions. Neither bank has officially declared an interest but both are understood to have spent the week-end assessing the rescue plan.

Banesto is due to shrink dramatically in size prior to the FGD's capital increase.

The bank will allocate all its Pta244bn reserves to provisions, raise an additional Pta49bn towards its financing requirement by reducing the par value of its individual shares from Pta700 to Pta400 and write down over time a further Pta27bn in provisions.

In all, Banesto new management has undertaken to provide Pta320bn towards the finally agreed figure of Pta605bn needed to restore the bank's balance sheet. The pri-

ivate banks and the Bank of Spain will jointly, and on an equal basis, provide Pta285bn to finance the acquisition by the FGD of outstanding non-performing loans which Banesto is unable to provision.

Mr Luis Angel Rojo, governor of the Bank of Spain, said: "Banesto will be profitable before the end of the year and I hope there will not be any more frights."

The governor, who removed Banesto's board on December 28, originally said Banesto had overvalued its assets by Pta503bn. Banesto's new man-

agement subsequently put the shortfall at Pta575bn before reducing it to Pta505bn.

If the plan goes ahead as agreed, the FGD will own some 75 per cent of Banesto's equity. The subsequent auction, which could take place in July, is likely to reserve a tranche of shares representing between 20 and 30 per cent of the Banesto's share capital for a domestic institution.

Trading in Banesto shares, suspended hours ahead of the bank's intervention last month, is due to resume in Madrid tomorrow.

## Richard Waters explains BankAmerica's shift away from its California home

For BankAmerica, the midwest is about to become a second home.

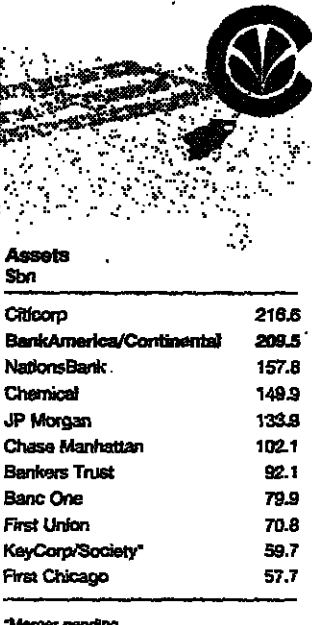
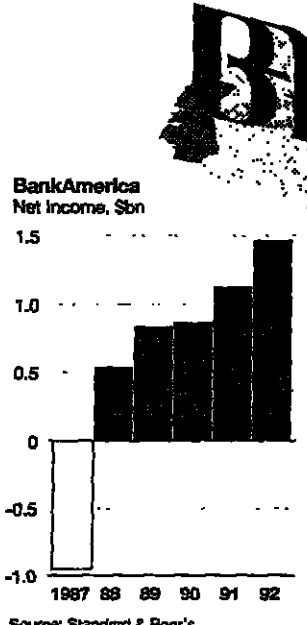
Friday's announcement of its planned \$1.9bn takeover of Chicago-based Continental Bank signals its first big foray out of its home markets in the western states of the US. It also signals a plan by the US's second biggest bank to shift its centre of gravity away from California, where it earns an estimated two thirds of its income.

As such, it is likely to give a further push to the development of nationwide banking in the US.

Continental is a rare animal in the US. While many institutions have shifted their focus more towards retail banking, credit cards and consumer finance, where lending margins and fees are good, Continental has sought to become a specialist corporate bank. In this, it resembles its far larger and more powerful New York rivals, JP Morgan and Bankers Trust.

## Westerner takes a shine to the rustbelt

Reaching across America



"around three times" Continental's total \$22bn, and its income from the business at more than \$500m.

Despite the size, the new BankAmerica operation will have a long way to go to rival banks like Citicorp and JP Morgan in the market for servicing big, internationally active companies. While Continental will bring it experience in trading in foreign exchange, derivatives and other financial markets, these trading operations are modest com-

pared with the big New York trading banks. Also, BankAmerica has a weaker international network than its rivals: it drew in its horns, along with other US banks, in the late 1980s, and since then has been held back by the prolonged slump in its home market in California and the long and arduous process of digesting Security Pacific, a rival west coast bank that it bought two years ago.

Apart from the corporate customer base in the midwest,

the deal has many attractions for BankAmerica. For a start, Continental should prove relatively easy to absorb. "It's a much easier transaction than Security Pacific, since it's not based on cost savings," said Ms Diane Glossman, an analyst at Salomon Brothers.

Also, the purchase price - though a premium of around 15 per cent on Continental's share price before the deal was announced - looks a bargain for Bank-

America's shareholders. Continental's shares had been trading at a discount to book value even with the premium. BankAmerica is paying only 1.2 times book value (most banks sell for nearer 1.5 times book).

Perhaps for this reason, BankAmerica's share price on Friday did not show the sort of weakness which has infected the stocks of other acquisitive US banks of late, brought on by market fear that they are being forced to pay a high price to pursue their ambitions. Also, BankAmerica said it would buy back \$500m of its own stock before the cash-and-shares transaction is completed, countering the dilution to its earnings that would otherwise have resulted.

The agreement between the two banks contains a poison pill arrangement designed to deter any rivals from making unwanted bids for Continental. Such arrangements are becoming an increasingly familiar part of bank takeovers, which tend to be costly affairs. BankAmerica will be hoping that no one else shares its views on just how attractive Continental may be.

Where do the BankAmerica's ambitions end? Many had been expecting it to make a foray out of its home base to buy a retail bank rather than a corporate one. Mr Rosenberg says there are no plans now to take over a retail bank in the midwest, or to build a retail business out of Continental. "It is a very focused corporate bank," he says. "We certainly do not want to diffuse or distract that focus by putting the bank into businesses it was not designed for."

Nonetheless, a takeover of Continental is unlikely to mark the end of BankAmerica's ambitions.

## Markets this week

Starting on page 20

**MARTIN DICKSON: GLOBAL INVESTOR**

The \$10bn takeover battle for Paramount Communications may reach a climax tomorrow, the date set for best and final bids for the company. What are the implications of the battle for the global investor? Page 20.

**EDWARD BALLS: ECONOMIC EYE**

The long-term challenge of tackling unemployment, and creating more high-wage jobs, is not easily understood, let alone solved. Finding corporate structures which persuade managers, workers and bankers to take a longer-term view must be part of that solution. Page 20.

**Bonds:**

Fixed income fund managers are preparing for the bear market as the global bond rally runs out of steam. Page 22.

**Equities:**

Good news on inflation in the US has brought a dramatic turnaround in UK securities and revived hopes of a base rate cut. Page 23.

**Emerging markets:**

The descent of Japanese equity prices, now in their fourth year of weakness, and bad economic conditions, has made domestic investors cautious about putting money into equities. Page 21.

**Currencies:**

Currency markets will be awaiting the outcome of meetings to discuss monetary policy. Page 29.

## STATISTICS

Base lending rates	29
FT-A World indices	29
FT Guide to Currencies	21
Foreign exchanges	29
London recent issues	29
London share service	29
Managed fund service	25-29
Money markets	29
New int bond issues	22
World stock mkt indices	24

## This week: Company news

### NEWS CORPORATION

#### Murdoch revival should be on the bottom line

Many questions have been aired over Mr Rupert Murdoch's News Corporation recently, but the delivery of some good bottom-line figures for the six months to end-December on Thursday is not in much doubt.

BSkyB, the UK satellite television venture is likely to brighten the results. In December the satellite company set a new monthly record by adding 140,000 new subscribers, bringing the total to around 3.3m. But the newspaper price cutting war in the UK, while boosting sales of The Sun and The Times is likely to cost around £43m (£65m) in the 1994 financial year.

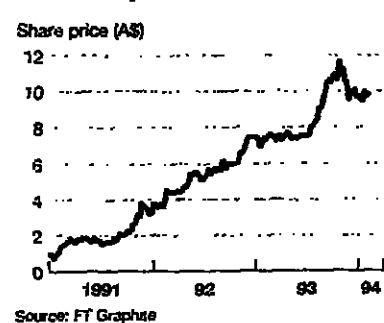
Many analysts think that after-tax profits for News first half-year, before abnormal, could nudge above \$600m (\$422m), compared with \$490.1m last time. In terms of operating profit, however, the progress is likely to be less marked.

News actually saw a small fall here in the first three months, with the quarterly figure easing to \$412.2m from \$432.5m. Earnings from the newspaper interests were affected by the price war in the UK, while the smaller magazine and inserts division reported a 32 per cent profits drop.

Analysts say that this situation is unlikely to reverse in any dramatic fashion during the second quarter, although earnings from the film interests are expected to be strong. Indeed, the newspaper division's earnings will be further affected by the sale of a 34.9 per cent interest in the South China Morning Post in October. Macquarie Bank Analysts talks of a very modest \$55m rise for the first half overall.

The boost to net profit, say analysts, will come from falling interest charges and from a rise in associated companies' profits - namely, Ansett Airlines, the Australian carrier which News owns jointly with TNT, and BSkyB, News' 30 per cent-owned satellite broadcaster in the UK.

### News Corp



(Pearson, publisher of the Financial Times also holds an interest in BSkyB).

Meanwhile, gossip over Mr Murdoch's joint venture plans - said to involve a move into the "electronic superhighway" field - has eased off in the wake of the "super share" plan's demise.

But few analysts think News' interest has died: "I don't think the subject has gone away," says one, "but it's a question of how to do it."

Murdoch watcher Mr Terry Povey of Bell Securities is predicting an \$80m contribution to News Corp this year and £140m in 1995.

### BAA

#### Retailing again main engine of growth

For the first time BAA, the airports operator, is to report quarterly results. Tomorrow it is to release figures for the first nine months of the year to March 30.

Analysts are shy of forecasting for the third quarter, but anticipate that full-year profits will fall between £312m and £325m.

Again the main engine of growth is expected to be the retailing side, though improved productivity and cost-cutting throughout the group will have their impact.

Watchers will be awaiting the group's reaction to the government's call for a probe into the economic regulation of airports - currently overseen by the Civil Aviation Authority and the Monopolies and Mergers Commission.

### OTHER COMPANIES

#### Moment of truth for Euro Disney prospects

The Euro Disney banks will meet in Paris on Wednesday to assess the conclusions of the special investigative audit of the troubled leisure group's finances that they commissioned from KPMG Peat Marwick, the accountancy firm. The audit analyses the financial condition of Euro Disney and its future prospects so the banks can decide how to proceed in their negotiations to put together an emergency rescue package for the company.

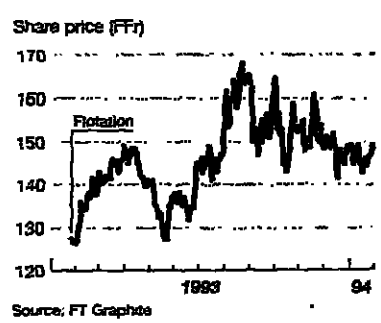
The meeting was originally scheduled for January 26 but was delayed. The banks now hope to finalise their negotiating strategy so that the rescue talks can be concluded by the March 31 deadline imposed by Disney.

The marathon takeover battle for entertainment group Paramount Communications may finally reach a climax today, the deadline set by the company's board for best and final offers from rival bidders QVC Network and Viacom. The two have until 5 pm New York time to improve their cash-and-share tender offers, which will then be weighed up by the Paramount board. Investors will have until mid-month to make up their minds.

■ Fiat, Italy's biggest private company, will today reveal preliminary figures pointing to one of the biggest losses in its 85-year history.

The information, in a letter to shareholders following a board meeting today, will offer a further insight into a devastating year for most of Europe's big car manufacturers, which have been battered by lower demand in most

### Rhône-Poulenc



markets and rising price competition.

Though Fiat's full earnings figures and dividend will not be announced until May, the group is expected to provide figures indicating a pre-tax loss of more than £2,000bn (£1.17bn) on sales of almost £54,000bn in 1993, excluding disposals.

■ Rhône Poulenc Borer, the pharmaceuticals division of Rhône Poulenc, the French chemicals group which was privatised at the end of last year, will today announce its results for last year and its strategy for 1994. RPR achieved a 31 per cent rise in net profits to \$438m in 1992. But last year the group was confronted with a more difficult environment as many governments implemented healthcare reforms and measures to limit expenditure on drugs.

■ Arabian Oil, Japan's largest oil group, is scheduled to report its results today. The company, which produces oil in Saudi Arabia and Kuwait, is expected to report sharply lower profits, thanks to weak domestic demand. The group is investing in China, Vietnam, the Gulf of Mexico and China.

### Companies in this issue

Aetna	19	CGD	19	LWT (Holdings)	18
All Nippon Airways	19	Europa Minerals	18	Latin American Tel	18
Applied Distribution	18	Ferranti	17	Magnet	18
Argentina	19	Flughafen Wien	19	Perstorp	19
Banesto	17	Goodyear	19	Postal	18
BankAmerica	17	Granada	18	Sanyo Electric	19
Berlinsford Int	18	ICI	19	Texas Instruments	18
			19	Tring Int	18

This announcement appears as a matter of record only

January 1994



ABC Property Fund Limited

£21,000,000  
Private Equity Placement

21,000 Units of £1,000 each issued at par.  
Each Unit comprising  
1 ordinary share and 5 redeemable preference shares

Fund Manager  
ABC Property Fund Management  
(Guernsey) Limited

Sponsor  
ABC International Bank plc

Property Manager  
Richard Ellis

ABC International Bank plc is a member of the Securities and Futures Authority  
and  
a wholly-owned subsidiary of Arab Banking Corporation (B.S.C.)

## COMPANIES AND FINANCE

## Postel in mezzanine finance move

By Richard Gourley, Growing Business Correspondent

Postel, the UK's largest pension fund manager, is for the first time providing private companies with mezzanine finance in a move that signals that higher proportions of debt are likely to begin creeping back into the financing of management buy-outs.

Through the BT and Post Office Pension Schemes, Postel is buying 20 per cent of Intermediate Capital Group, one of the few groups still providing mezzanine finance, a form of capital that is riskier and higher yielding than bank debt but is not generally classed as equity.

Many of the institutions that entered the market in the late 1980s and lost substantial sums on deals like the buy-outs of Isosceles and Magnet, have recently withdrawn. One of the main reasons these deals failed was that buyers were able to inflate the price they could offer by taking

on what proved to be unmanageable amounts of debt.

Postel has also given ICG £250m to invest alongside its own funds in the European mezzanine market. Together with a £10m injection from another "major UK insurance company", ICG says it will have over £250m to invest over the next three to four years.

Last month Postel folded most of its investments in private companies into a joint venture with Granville, the private investment bank, signalling a withdrawal from direct management of assets in this sector.

Postel's moves are seen as confirmation that demand for mezzanine finance is likely to increase as management buy-out teams and their financiers seek to raise gearing and therefore, the prices paid to acquire their companies. Increased demand is also expected from companies seeking development funds that the banks will not supply.

Mr Alastair Ross Goobey, Postel chief executive, said a material proportion of what the group allocated to unquoted investments was being put in the mezzanine market because "there is a gap in the funds available to unlisted companies between bank borrowings and equity funds from venture capital investors".

Mr Ross Goobey said Postel was "attracted by the high yield and more reliable return that this form of unquoted investment is able to offer."

Postel is understood to be buying 20 per cent of ICG, mainly from Westpac Banking, the Australian group, for substantially more than the £25m value of the stake when the group was set up in 1989.

Mr Tom Barlam, managing director of ICG, said mezzanine finance could increase gearing and therefore help management buy-out teams pay higher prices. But he did not think there would be a return to the highly leveraged buy-outs of the late 1980s.

## Tring flotation go-ahead

By Michael Skipper

Tring International, the budget price compact disc company which faces legal action from other music groups, is expected to announce today that it plans to go ahead with its postponed stock market flotation.

A pathfinder prospectus is expected to be published this morning. Tring expects trading in its shares to begin before the end of February.

The flotation, originally planned for last month, was postponed because of what the company saw as the weakness of the new issue market.

Mr Alan Wheatley, the former chairman of venture capital group 3i, who had agreed to become Tring's chairman, has withdrawn. Instead, the chairman is expected to be Mr Tony Morris, a former vice president of PolyGram International, the music group.

Tring faces legal action from other music groups, including MCA and PolyGram, alleging that the company has breached their copyright. Last week, Tring agreed to pay £20,000 to EMI Music to settle two copyright actions. The two actions concerned recordings by Olivia Newton-John and of Puccini's La Bohème.

The Tring pathfinder prospectus is expected to say that the outstanding legal actions will have no material impact on its profits, which are expected to be £5.1m for the year to March 31 1994.

Tring's three-way merger involving Europa Minerals value the UK-quoted mining finance house at £2.6p a share or £15.4m, according to Samuel Montagu, adviser to Burnine, the Australian gold company making the offer.

Europe's share price touched 57p at one stage on Friday after the news and ended the day at 54p, up 2p.

Burnine is offering one of its shares for every two Europa ordinary and at the same time, is making a 1-for-12 offer for Australia Gold, an Australian exploration company, valuing it at £415.5m (£7.4m).

Europe shareholders owning 62.5 per cent of the company said it was their present intention to accept the Burnine bid.

However, the three-way merger is challenged by an offer for Burnine by Mount Edon, another Australian gold producer. Hearings by the Australian authorities into technical challenges made by the companies are due to be heard on February 7 and 8.

Burnine cannot move ahead with the three-way deal until then. The situation is made more complex because Mount Edon owns 22.6 per cent of Burnine and 19.9 per cent of Europa. Europa owns 38.5 per cent of Burnine and Australia holds 19.9 per cent of Europa.

## Re-energising Magnet

Maggie Urry on Berisford's conglomerate plans

Berisford International is quietly confident that this afternoon its shareholders will give the go-ahead for its proposed reverse takeover of Magnet, the kitchen and joinery manufacturer and retailer.

It will be the first step in Berisford's planned transformation into a conglomerate. But now Mr Alan Bowkett, chief executive, has another worry. He fears that some brokers have been too eager to talk up the group's shares.

With Berisford buying £138m of assets for a net £28m it is easy for outsiders to get carried away with the deal.

The shares were suspended at 199p just before the announcement of the deal. They start trading again tomorrow.

Kleinwort Benson, the securities house, has recommended clients to buy them up to 240p. A sweep organised among the company and its advisers for tomorrow's closing price has produced a more cautious range from 131p to 210p.

Mr Bowkett has stressed his strategy is a long term one. He emphasises the difference between what he plans for Berisford in the 1990s and what he calls the 1980s style of conglomerates - get the share price up, do more deals on the back of a high rating, and use

acquisition accounting to make them look good.

In the 1980s, he says, conglomerates will not have asset price inflation and acquisition accounting to help them out.

Instead Berisford and its like will have to rely on "real things" such as consistent unit cost reduction and differentiation through quality.

Berisford, he says, will aim to take the best of Anglo-Saxon commercial attitudes and Japanese attention to detail and quality and apply them to basic industries.

In the short term he lists three priorities. Bedding down Magnet is the first, with the continuing liquidation of the old Berisford assets - which might yield £30m in calendar 1994 - a close second. Then he wants to start the search for a US acquisition which he reckons will take a year.

As for Magnet, Mr Bowkett has detailed plans for the business which have been developed over the last few months of due diligence investigations.

This work has identified a number of areas where costs can be cut. For instance, Magnet's division of the business into trade and retail has produced two buying departments, each purchasing the same goods from the same suppliers. Put the two together and there

should be cost savings and perhaps larger discounts.

Another aim is to take advantage of the strong operational gearing of the business so that even without any recovery in its markets, sales and profits can be expanded by, for example, the introduction of new products.

Magnet has segregated the trade customers from the retail, Mr Bowkett says, to the detriment of sales. Different kitchen ranges aimed at the two types of buyer has caused confusion.

All that Mr Bowkett asks is that shareholders be prepared to take a medium-term view rather than look for a quick return. If the Magnet deal completes in March, he thinks it will take until September, Berisford's financial year-end, to start seeing an improvement. The clock starts ticking on October 1, he says, and he is willing to be judged on the 1994-95 results.

See Observer

## Applied Distribution to float in March

By Paul Taylor

Applied Distribution, a Maid-head-based contract distribution group providing third party warehousing and distribution services mainly to retailers and food manufacturers, plans a stock market flotation in March.

The group intends to make its market debut through a placing organised by Baring Brothers, which is likely to value the group at about £40m. NatWest Wood Mackenzie will

be brokers to the issue.

Applied was formed five years ago as part of a £16.5m management buy-out of Geest's distribution division led by Mr Michael Rowley, who became chief executive of the new company.

Since then, the group has benefited from the growing outsourcing trend among UK retailers and manufacturers to contract out their warehousing and transport needs to specialist service suppliers. The UK contract distribution market is

estimated to have been worth about £5bn in 1993 and to represent about 30 per cent of the total UK distribution market.

Applied operates nationally from five main depots and specialises in distributing food and other fast-moving consumer goods, fresh produce, cut flowers and pot plants under temperature controlled conditions. Its main customers include J Sainsbury, Nestlé, Esso, Somerfield/Gateway and CWS.

Despite the recession, the group reported increased operating profits of £3.4m (£3.2m) in 1993 on turnover of £21.4m (£18.4m). Applied has also invested about £4.5m in depot facilities and its vehicle fleet since the MBO. Results for 1993 are expected to show continued growth and will be contained in the forthcoming prospectus.

The group plans to use part of the placing proceeds to repay bank and other borrowings, with the balance being used for working capital and investment purposes.

group reported increased operating profits of £3.4m (£3.2m) in 1993 on turnover of £21.4m (£18.4m). Applied has also invested about £4.5m in depot facilities and its vehicle fleet since the MBO. Results for 1993 are expected to show continued growth and will be contained in the forthcoming prospectus.

The group plans to use part of the placing proceeds to repay bank and other borrowings, with the balance being used for working capital and investment purposes.

Despite the recession, the group reported increased operating profits of £3.4m (£3.2m) in 1993 on turnover of £21.4m (£18.4m). Applied has also invested about £4.5m in depot facilities and its vehicle fleet since the MBO. Results for 1993 are expected to show continued growth and will be contained in the forthcoming prospectus.

The group plans to use part of the placing proceeds to repay bank and other borrowings, with the balance being used for working capital and investment purposes.

## Panel demands retractions from Granada

The Takeover Panel forced Granada Group to publish late on Friday certain retractions to statements in its latest misleading in the war of words between itself and LWT (Holdings), for which it has made a hostile bid of about £725m.

In 1993, LWT generated cash before investments and dividends of £23.8m, rather than £22.9m as Granada said. So the conversion of profit before interest and tax into cash before investments and dividends was 51, not 49, per cent. Similarly LWT's net cash inflow before investments and dividends was down 23.9, not 25.2, per cent on 1992.

## CROSS BORDER M&amp;A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
MCI Communications (US)	Joint venture	Telecoms	\$870m	Long distance competition
Photo-Me International (UK)	IOS (France)	Photographic equipment	\$38m	Buying better technology
Allied Textile Companies (UK)	Gleyn & Tinker (Canada)/Carleton Woolen Mills (US)	Textiles	\$29.3m	Continuing overseas expansion
Northern Electric (UK)/Neste (Finland)	Sovereign Exploration (JV)	Oil & gas	\$19m	NE secures gas access
Reuters (UK)	Realty Technologies (US)	Computer services	\$9.2m	Taking 79% stake
Keller Group (UK)	Case International (US)	Engineering	\$8m	Complementary purchase
Biffa Waste Services (UK)	Cotrans (Belgium)	Waste management	£11.1m	Buying through Biffa
Banca Commerciale Italiana (Italy)	Benque Sudameris (France)	Banking	n/a	Buying out partners
Shell (UK/Netherlands)	Société Shell du Maroc (Morocco)	Oil	n/a	Buying out-standing 50%
Asea Brown Boveri (Sweden/Switzerland)/Novolod Zvezd (Russia)	ABB Nevsky (JV)	Engineering	n/a	80/20 turbine venture

## Latin American Test aims for £100m

Morgan Grenfell is to launch a Latin American Investment Trust in March and aims to raise more than £100m for the vehicle.

The launch will be sponsored by James Capel and the trust, to be targeted at institutions and "sophisticated" private investors, will be managed by Morgan Grenfell Trust Managers along the same lines as MG's existing Latin American institutional offshore fund.

The trust will be managed by Mr Alan Nesbitt.

## Merger terms put £15m tag on Europa Minerals

By Kenneth Gooding, Mining Correspondent

Terms for the three-way merger involving Europa Minerals value the UK-quoted mining finance house at £2.6p a share or £15.4m, according to Samuel Montagu, adviser to Burnine, the Australian gold company making the offer.

Europe's share price touched 57p at one stage on Friday after the news and ended the day at 54p, up 2p.

Burnine is offering one of its shares for every two Europa ordinary and at the same time, is making a 1-for-12 offer for Australia Gold, an Australian exploration company, valuing it at £415.5m (£7.4m).

Europe shareholders owning 62.5 per cent of the company said it was their present intention to accept the Burnine bid.

However, the three-way merger is challenged by an offer for Burnine by Mount Edon, another Australian gold producer. Hearings by the Australian authorities into technical challenges made by the companies are due to be heard on February 7 and 8.

Burnine cannot move ahead with the three-way deal until then. The situation is made more complex because Mount Edon owns 22.6 per cent of Burnine and 19.9 per cent of Europa. Europa owns 38.5 per cent of Burnine and Australia holds 19.9 per cent of Europa.

## Wells Fargo &amp; Company

US\$200,000,000 Floating rate subordinated notes due 2000

The notes will bear interest at 5.25% per annum for the interest period 31 January 1994 to 28 February 1994. Interest payable on 28 February 1994 will amount to US\$40.83 per US\$100,000 and US\$24.15 per US\$50,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

## National Australia Bank Limited

US\$100,000,000 Floating rate notes due 1997

Notice is hereby given that the rate of interest relating to the above issue has been fixed at 3.6525 per cent for the period 31 January 1994 to 29 July 1994. Interest payable on 29 July 1994 will amount to US\$18.10 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

This advertisement is issued in compliance with the regulations of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("the London Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase shares. Application has been made to the London Stock Exchange for the grant of permission to deal in the ordinary share capital of Computerised Financial Solutions plc ("the Company"), in the United Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing. Dealings are expected to commence in the Ordinary shares on 3 February 1994.

**COMPUTERISED FINANCIAL SOLUTIONS PLC**  
(Incorporated in England and Wales under the Companies Act 1985 and 1989, Registered Number 2869893)

PLACING BY  
**Wise Speke Limited**  
of 1,588,000 ordinary shares of 10p each at 90p per share

Number	£	Number	£
6,250,000	625,000	4,700,000	470,000
	ordinary shares of 10p each		

The Company is a holding company with subsidiaries in the United Kingdom, France, Belgium, Canada and the United States of America. The Group provides specialised computer support and administrative services to financial institutions and manufacturers in the management of inventory and consumer finance.

Copies of the UMM Particulars relating to the Company may be obtained during normal office hours up to and including 7th February 1994 from:

Wise Speke Corporate Finance  
a division of Wise Speke Limited  
8 King Street  
Manchester M60 2EP

and at the registered office of the Company, which is at CIS House, Inter Business Estate, Wake Road, Basingstoke, Hampshire, RG24 8NE and by collection only, for 48 hours from the date of this notice, from the Company Announcements Office at the London Stock Exchange, London Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London, EC3M 3HP.

## SIEMENS

## Annual Meeting of Shareholders

NOTICE IS HEREBY GIVEN that the annual shareholders' meeting of Siemens AG will be held on March 10, 1994 at 10.00 a.m. in the Olympiapark, Gubertplatz, 80809 München, Federal Republic of Germany and will consider the following agenda:

1. Submission of the financial statements for the fiscal year ended September 30, 1993, the Managing Board's general review, the report of the Supervisory Board, the Managing Board's proposal for the appropriation of net income, as well as the consolidated financial statements for the fiscal year ended September 30, 1993, and the associated consolidated general review. These documents may be inspected at the cashier's offices of the Company or designated depositaries.
2. Resolution on the appropriation of net income.
3. Ratification of the acts of the Managing Board.
4. Ratification of the acts of the Supervisory Board.
5. Appointment of auditors for the fiscal year 1993/94.
6. Approval of control and profit transfer agreement.

As far as item 2 of the Agenda is concerned, the Supervisory and the Managing Board propose that the net income of DM 727,662,787 be used to pay out a dividend of DM 13 per share DM 50 par value and that the dividend amount attributable to treasury stock be carried forward.

Pursuant to §19 of the Company's Articles of Association, an owner of Company shares is entitled to attend and vote at the shareholders' meeting, provided that he has deposited such shares with a depositary not later than March 3, 1994 and that the shares remain blocked until the end of this shareholders' meeting.

The depositary in the United Kingdom is:

S.G. Warburg & Co. Ltd., 2 Finsbury Avenue, London EC2M 2PA.

The notice of invitation including the full wording of the agenda and - in due course - our English annual report can be obtained from our depositary bank.

The complete wording of the invitation has been published in the German Federal Gazette "Bundesanzeiger" No. 18 dated January 27, 1994.

Berlin and Munich, in January 1994  
Siemens Aktiengesellschaft  
The Managing Board

## U.S. \$300,000,000 Canadian Imperial Bank of Commerce

(A Canadian Chartered Bank)  
Floating Rate Debenture Notes due 2084

Notice is hereby given that for the six months interest period from January 31, 1994 to July 29, 1994 the Debenture Notes will carry an interest rate of 3.6875% per annum. The interest payable on the relevant interest payment date, July 29, 1994 against Coupon No. 18 will be U.S. \$183.35 and U.S. \$4,583.75 respectively for Debenture Notes in denominations of U.S. \$10,000 and U.S. \$250,000.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank  
January 31, 1994

CHASE

## BANQUE NATIONALE DE PARIS

USD 250,000,000 - floating rate due 1997 applicable

Interest rate for the interest period from 26.01.94 up to 26.04.94 as determined by the reference agent is 3.50 per cent per annum, namely USD 875.00 per bond of USD 100,000.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

## ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ECU 300,000,000 Kingdom of Belgium Floating Rate Notes due 2000

For the period from January 31, 1994 to April 29, 1994 the Notes will carry an interest rate of 6 1/4% per annum with an interest amount of ECU 1,675.61 per ECU 100,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

## National Bank of Hungary U.S. \$100,000,000 Floating Rate Notes due 2000

Pursuant to Note conditions, notice is hereby given that for the interest period 31 January, 1994 to 29 July, 1994 (179 days), the following interest rates will apply:

15 YEAR LONG-TERM NOTES  
(Coupon No. 19)  
Rate per annum: 5 1/4% (minimum rate condition)  
Amount per coupon: U.S. \$ 261.04  
Payable on: 29th July, 1994

3 YEAR SHORT-TERM NOTES  
(Variable Coupon Numbers)  
Rate not applied at present  
(No notes outstanding)

UTCB

The Long-Term Credit Bank of



## IMI share issue priced at top end of expectations

By Haig Simonian in Milan

The Italian Treasury has responded to the growing confidence in its privatisation drive by pricing shares in Istituto Mobiliare Italiano (IMI), the latest sell-off, at the top end of expectations.

Shares in IMI, the big financial services group which goes on sale today, will be priced at L.10,900 each, close to the top of the L.9,800 to L.11,000 range indicated by the Treasury, and will raise L.2,180bn (\$1.28bn).

The pricing came alongside new rules from the cabinet limiting the role of shareholder pacts in privatisation issues. Such pacts, which are commonplace in big Italian companies, allow small groups of shareholders to aggregate their holdings and exercise control without necessarily owning more than 50 per cent of a company.

The IMI pricing represents a discount of 6.07 per cent on the company's net worth, much tighter than the discount of about 10 per cent offered on Credito Italiano last month.

The smaller discount on IMI reflects the Treasury's growing confidence in the issue, in spite of its being the biggest initial public equity offering in Italy. The optimism stems from strong demand from foreign institutions, which will be allocated half the 200m shares on offer. Soundings by SG Warburg, the UK merchant bank

co-ordinating the global tranche, have indicated foreign buyers were willing to take at least three times the stock allocated.

Analysts expect the Treasury to allocate an additional tranche of almost 15m shares, normally reserved for market stabilisation purposes. If these shares are also sold, the state's stake in IMI will drop to about 27 per cent from over 60 per cent at present.

The Treasury has also overcome its initial doubts about IMI's appeal to Italian retail investors, who have been allocated 75m shares. The lavish advertising campaign and the bandwagon effect of the Credito Italiano deal have triggered considerable interest among small investors, as has the generally upbeat sentiment on the bourse.

The privatisation campaign will gather pace next month with the sale of the remaining public sector shares in Banca Commerciale Italiana.

It was partly with the BCI deal in mind that the cabinet issued its new rules on shareholder pacts. Although the details remain unclear, the regulations call for greater information about the membership and intentions of such pacts in privatisation issues. Members could also be obliged to launch full takeover bids for outstanding shares if they acted in concert in acquiring additional stock after a privatisation.

## Argentaria net profits up 12% to Pta75bn

By Tom Burns in Madrid

Argentaria, the partially-privatised Spanish state banking corporation, raised its 1993 consolidated net profits by 12 per cent to Pta75.4bn (\$533m) due to strongly increased fee income during last year's currency turmoil and strict cost control.

The gain was ahead of that of other successful domestic banks and reflected Argentaria's lowered exposure to falling interest rates, which have squeezed margins among its rivals. With only 38 per cent of its liabilities in deposits, against a domestic sector average of 65 per cent, Argentaria obtains most of its funds from the market and its balance sheet is less affected by lending conditions.

The banking group's net interest revenue increased by a more modest 5.8 per cent to Pta256bn, in line with that of the more profitable Spanish banks. It raised its commission income by 17 per cent to Pta54bn, reduced its operating expenses by 0.5 per cent to Pta166bn and lifted its operating profit by 18.9 per cent to Pta144bn.

Caixa Geral de Depositos (CGD), Portugal's state-owned savings bank and largest financial institution, registered a 6 per cent increase in net profits in 1993 to Esc41.3bn (\$236m). Net assets grew 18 per cent to Esc4,373bn, writes Peter Wise in Lisbon.

## Aetna Life to shed 10% of its workforce

By Richard Tomkins in New York

Aetna Life & Casualty, one of the biggest US insurance companies, is to drop two insurance products and shed 4,000 jobs - almost 10 per cent of its workforce - at a cost of \$1bn to after-tax earnings in the year just ended.

The measures are the latest in a series of actions that have already resulted in the loss of

almost 8,000 jobs over the last three years with the aim of revitalising profits.

The businesses being dropped, written through Aetna Life Insurance, involve the sale of guaranteed investment contracts and single premium annuities to companies and other large sponsors of retirement plans.

Both of the products offer guaranteed returns to investors regardless of the performance of the underlying investments.

Aetna, following a trend set by other insurance groups, said that it was dropping the products because they were capital intensive and unprofitable.

At the end of 1993, the company had \$14.7bn of assets under management attributable to the products, of which \$8bn was invested in commercial mortgages and real estate.

Aetna plans to continue to expand its remaining asset accumulation businesses, the company said, including individual and group variable annuities for small and not-for-profit customers and also pension investment management services for its larger customers.

The 4,000 job cuts will be spread across the group's businesses with the aim of cutting costs. The move follows a reorganisation in 1990 which resulted in Aetna's splitting its three large divisions into 15 smaller profit centres so that the performance of each business unit could be more closely monitored.

Aetna said that without the charges for the latest measures, its 1993 results, which are due to be released on February 9, would show an operating profit of slightly more than \$600m.

## Semiconductor sales lift Texas Instrument

By Louise Kehoe in San Francisco

Texas Instruments, the US semiconductor and electronics manufacturer, reported strong fourth-quarter results to cap one of the best financial years in the company's history.

Growth in semiconductor sales drove revenues for the fourth quarter up 18 per cent to \$2.4bn from \$2.0bn in the same period last year. Net income was \$134m, or \$1.42 a share, compared with \$78m, or 80 cents, in the fourth quarter of 1992.

Profit from operations increased 75 per cent to \$198m from \$113m in the same period of 1992. The increase reflects improved results from semiconductor operations and an increase in patent royalties, which rose to \$133m from \$88m in the same period last year.

Fourth-quarter results for 1993 included an accrual of \$31m for employee profit shar-

ing and a pre-tax charge of \$23m related to the consolidation of TI's consumer and peripheral products businesses.

For the full year, TI's revenues rose to \$8.5bn from \$7.4bn in 1992. Essentially all of the increase was in semiconductor revenues, the company said.

Net income for the year was \$472m, or \$5.03 per share compared with \$347m or \$3.50 per share in 1992. Profits from operations rose 73 per cent to \$728m from \$420m in 1992.

Revenues from components, the bulk of which are semiconductor devices, rose 38 per cent to \$5.1bn for the year from \$3.7bn in 1992. About half of semiconductor revenues were from "differentiated products", TI said, reflecting the company's strategy to diversify beyond its strong position in the market for standard memory chips.

Royalty revenues for the year rose 33 per cent to \$521m from \$391m in 1992.

## Downturn at Sanyo Electric

By Michio Nakamoto in Tokyo

Buoyant sales of batteries and semiconductors were not enough to support better results at Sanyo Electric, which reported a 44 per cent decline in pre-tax profits for the year to November 1993.

Pre-tax profits were Y6,048m (\$63.5m), down from Y10,889m in the previous year, and the dividend is being cut to Y5 from Y6.50 per share. Sales dropped 6 per cent to Y1,000bn and the net loss was Y4,070m, compared with Y5,770m.

The company's performance was adversely affected by last year's sharp rise in the yen which, combined with depressed domestic demand, put pressure on sales both at home and overseas.

Demand for audio-visual products, such as colour TVs, was particularly weak and capital investment by Japanese companies remained stagnant.

Amid the prolonged recession in Japan, prices of consumer electronics goods have collapsed, with heavy discounts offered not only on old models but also on those recently introduced.

In addition, Sanyo's business in Japan was last year hurt by the unusually cold and wet summer, which hit demand for air conditioners.

In contrast to the decline in audio-visual and electronic product sales, the company saw firm demand for semiconductors and batteries.

On a consolidated basis, sales fell by a marginal 0.1 per cent to Y1,530bn from Y1,540bn but pre-tax profits rose nearly six-fold to Y3,328m from Y562m.

## ANA mission looks for links with BA

Paul Abrahams on Japan's second airline's search for increased volume

A team from All Nippon Airways, Japan's second largest carrier, leaves Tokyo today for London. Its immediate mission is to negotiate an agreement to allow the airline's passengers to participate in British Airways' frequent flyer programme.

But ANA has bigger ambitions. The team is also under instructions to explore the possibility of a wider marketing alliance with BA that will help counter a collapse in demand caused by Japan's worst post-war recession.

The airline, the world's eighth biggest - larger than BA in terms of passenger numbers - urgently needs to improve loads on its international flights, particularly from Europe and the US to Japan.

The carrier's management believes a strategic marketing alliance with BA could be the answer. Mr Yuzuru Masumoto, senior vice-president legal affairs, says the two airlines could negotiate code sharing agreements, as well as exchange of data, engineering facilities and flight crew.

The depth of the Japanese recession has taken ANA by surprise. The percentage of available seats filled on domestic flights dropped from 71.3 per cent in the financial year to March 1992 to 62.2 per cent during the six months to September 1993. The airline's plight has been exacerbated by increasing deregulation allowing greater competition from Japan Airlines (JAL).

Meanwhile, the group's international strategy is faltering. ANA's heavy expansion during the late 1980s and early 1990s has come to a halt. Loading on international routes has fallen from 69.7 per cent in 1992-93 to 63.2 per cent in the six months to September and management expects no recovery during the second half.

The fall in passenger volumes has been exacerbated by a change in customer mix. Mr Masumoto says the number of passengers in first and business class has fallen by a third since the early 1990s.

ANA, unlike its rival JAL, is still in profit, but management admits its post-tax results would have fallen into the red during the six months to September if the group had not changed its depreciation policy, by extending the assumed life of its aircraft from 10 to 13 years.

Retrenchment is now the order of the day. The company is drawing up a new five-year plan which should be ready within a month and is based on lower growth expectations.

ANA's management knows cost-cutting can only go so far. What the company needs more than anything is to improve passenger volumes and upgrade its passenger mix. Hence the approach to BA.

But although ANA is clearly keen, BA's management, contacted by airlines for similar agreements almost weekly, remains to be convinced.

### NEWS DIGEST

#### Vienna seeks airport deal in Bratislava

Flughafen Wien, the Vienna airport company (VA), is negotiating with the Slovak government to take a 50 per cent stake in Bratislava airport, writes Patrick Blum.

Talks between the Slovak and Austrian governments have revived the project first mooted two years ago.

Bratislava airport would become a joint venture 50 per

cent owned by VA, which would invest some \$200m (\$17m) to help modernise the airport, bring know-how, and provide training.

Bratislava has spare capacity while Vienna, with 7.1m passengers last year and growing demand, will need extra capacity by the end of the century. The two airports are about 45 minutes drive apart.

#### Strong start by Perstorp

Perstorp, the Swedish specialty chemicals and plastics manufacturer, more than dou-

bled profits after financial items in the four months to December 1993 to SKr201m (\$25m), compared with SKr81m in the same period in 1992, writes Hugh Carnegie.

#### Funding for PNG gold mine

Efforts to raise the debt funding for the large Lihir gold mine project in Papua New Guinea are expected to get under way in the next couple of weeks, writes Nikki Tait.

Niugini Mining, one of the joint venture partners in the mine, alongside Britain's RTZ

and the Papua New Guinea government, said an information memorandum would be circulated early in February to international banks.

The banking memorandum follows preparation of a detailed financial plan for Lihir Gold, the corporate entity which will eventually own the project. The development cost of the mine, put at US\$610m, is expected to be covered by the raising of both equity and debt funds, and JB Were, the Australian stockbroker firm, has been appointed as lead broker for the planned initial public offering of shares in Lihir Gold.

Lihir has the potential to become the largest gold mine outside South Africa.

#### Goodyear sees higher profits

Goodyear, the US tyre manufacturer, expects to report net income before extraordinary items of \$485m to \$490m, or \$3.30 to \$3.35 a share, for 1993, about one-third higher than in 1992, writes Martin Dickson.

The company, which will not report its results until February 9, said the estimate includes some \$15m, or 10 cents a share, of non-recurring gains from asset sales.

#### CREDIT LOCAL DE FRANCE

##### FRF 550,000,000 CAC 40 INDEX-LINKED ZERO COUPON BONDS DUE 2000

Notice is hereby given to the Bondholders that, pursuant to the Terms and Conditions of the Bonds, Condition 4. "Redemption and Purchase" (C) "Redemption Amount",

"M2" (term of the formula for calculation of the Redemption Amount payable per bond on February 4, 2000 and of the Early Redemption Amount, as the case may be) is equal to 0.2418 in accordance with the following formula:

$$M2 = \frac{CAC2 - CAC1}{CAC1}$$

where "CAC 1" = 1,841.44 and "CAC 2" on January 3, 1994 = 2,288.75

THE PRINCIPAL PAYING AGENT SOGENAL SOCIETE GENERALE GROUP 15, Avenue Emile Reuter Luxembourg

#### Citicorp Banking Corporation

(Incorporated in the State of Delaware) Unconditionally guaranteed on a subordinated basis by CITICORP

US\$250,000,000 GUARANTEED FLOATING RATE SUBORDINATED CAPITAL NOTES DUE JANUARY 1997

Notice is hereby given that the Rate of Interest has been fixed at 5.25% and that the interest payable on the relevant interest Payment Date April 29, 1994 against Coupon No. 37 in respect of US\$10,000 nominal of the Notes will be US\$128.33.

US\$400,000,000 GUARANTEED FLOATING RATE SUBORDINATED CAPITAL NOTES DUE OCTOBER 1996

Notice is hereby given that the Rate of Interest has been fixed at 5.25% and that the interest payable on the relevant interest Payment Date April 29, 1994 against Coupon No. 38 in respect of US\$10,000 nominal of the Notes will be US\$128.33.

January 31, 1994 London By Citicorp, N.A. (Broker-Service), Agent Bank CITIBANK

#### LOW COST SHARE DEALING SERVICE

COMMISSION FROM £10 A SHARE TO £99 A SHARE ON ANY TRADE

081-944 0111

U.S. \$100,000,000 Allied Irish Banks Plc

Subordinated Primary Capital Perpetual Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given, that for the three months interest period from January 31, 1994 to April 30, 1994 the Notes will carry an interest rate of 3.75% per annum.

The interest payable on the relevant interest payment date April 30, 1994 against Coupon No. 35 will be U.S. \$1,677 and U.S. \$2,297.67 respectively for Notes in denominations of U.S. \$10,000 and U.S. \$250,000.

The sum of U.S. \$1,677 will be payable per U.S. \$10,000 principal amount of Registered Notes.

By The Chase Manhattan Bank, N.A. London, Agent Bank

January 31, 1994

U.S. \$100,000,000 Credit du Nord

For the period from January 31, 1994 to April 30, 1994 the Notes will carry an interest rate of 6.5% per annum with an interest amount of US \$128.33 per US \$10,000 Note.

The relevant interest payment date will be April 29, 1994.

Agent Bank: Banque Paribas Luxembourg Société Anonyme

AIP FINANCE N.V. US \$100,000,000 GUARANTEED FLOATING RATE NOTES 1994

The interest rate applicable to the above Notes in respect of the interest period commencing 31st January 1994 will be 5 1/4% per annum. The interest amounting to US \$128.33 per US \$10,000 principal amount of the Notes will be paid on 29th July 1994 against presentation of Coupon No. 34.

BANK LEUVA (ING) Plc Principal Paying Agent

Prices for electricity generated by the power stations of the electricity pool in England and Wales				Prices for electricity generated by the power stations of the electricity pool in England and Wales			
Period from 1st July 1993 to 31st July 1993				Period from 1st August 1993 to 31st August 1993			
Period from 1st July 1993 to 31st July 1993	Period from 1st August 1993 to 31st August 1993	Period from 1st September 1993 to 30th September 1993	Period from 1st October 1993 to 31st October 1993	Period from 1st July 1993 to 31st July 1993	Period from 1st August 1993 to 31st August 1993	Period from 1st September 1993 to 30th September 1993	Period from 1st October 1993 to 31st October 1993
10000	17.58	18.07	18.07	0000	17.61	18.17	18.17
0100	23.79	23.14	24.88	0100	25.79	26.18	26.18
0200	33.70	32.00	33.85	0200	35.00	35.00	35.00
0300	36.70	35.00	36.85	0300	35.39	36.00	36.00
0400	38.70	37.54	38.85	0400	35.88	36.19	36.19
0500	39.06	37.14	39.85	0500	36.28	36.19	36.19
0600	39.41	36.74	40.85	0600	36.67	36.19	36.19
0700	39.76	36.34	41.85	0700	37.06	36.19	36.19
0800	40.11	35.94	42.85	0800	37.45	36.19	36.19
0900	40.46	35.54	43.85	0900	37.84	36.19	36.19
1000	40.81	35.14	44.85	1000	38.23	36.19	36.19
1100	41.16	34.74	45.85	1100	38.62	36.19	36.19
1200	41.51	34.34	46.85	1200	39.01	36.19	36.19
1300	41.86	33.94	47.85	1300	39.40	36.19	36.19
1400	42.21	33.54	48.85	1400	39.79	36.19	36.19
1500	42.56	33.14	49.85	1500	40.18	36.19	36.19
1600	42.91	32.74	50.85	1600	40.57	36.19	36.19
1700	43.26	32.34	51.85	1700	40.96	36.19	36.19
1800	43.61	31.94	52.85	1800	41.35	36.19	36.19
1900	43.96	31.54	53.85	1900	41.74	36.19	36.19
2000	44.31	31.14	54.85	2000	42.13	36.19	36.19
2100	44.66	30.74	55.85	2100	42.52	36.19	36.19
2200	45.01	30.34	56.85	2200	42.91	36.19	36.19
2300	45.36	29.94	57.85	2300	43.30	36.19	36.19
2400	45.71	29.54	58.85	2400	43.69	36.19	36.19
2500	46.06	29.14	59.85	2500	44.08	36.19	36.19
2600	46.41	28.74	60.85	2600	44.47	36.19	36.19
2700	46.76	28.34	61.85	2700	44.86	36.19	36.19
2800	47.11	27.94	62.85	2800	45.25	36.19	36.19
2900	47.46	27.54	63.85	2900	45.64	36.19	36.19
3000	47.81	27.14	64.85	3000	46.03	36.19	36.19
3100	48.16	26.74	65.85	3100	46.42	36.19	36.19
3200	48.51	26.34	66.85	3200	46.81	36.19	36.19
3300	48.86	25.94	67.85	3300	47.20	36.19	36.19
3400	49.21	25.54	68.85	3400	47.59	36.19	36.19
3500	49.56	25.14	69.85	3500	47.98	36.19	36.19
3600	49.91	24.74	70.85	3600	48.37	36.19	36.19
3700	50.26	24.34	71.85	3700	48.76	36.19	36.19
3800	50.61	23.94	72.85	3800	49.15	36.19	36.19
3900	50.96	23.54	73.85	3900	49.54	36.19	36.19
4000	51.31	23.14	74.85	4000	49.93	36.19	36.19
4100	51.66	22.74	75.85	4100	50.32	36.19	36.19
4200	52.01	22.34	76.85	4200	50.71	36.19	36.19
4300	52.36	21.94	77.85	4300	51.10	36.19	36.19
4400	52.71	21.54	78.85	4400	51.49	36.19	36.19
4500	53.06	21.14	79.85	4500	51.88	36.19	36.19
4600	53.41	20.74	80.85	4600	52.27	36.19	36.19
4700	53.76	20.34	81.85	4700	52.66	36.19	36.19
4800	54.11	19.94	82.85	4800	53.05	36.19	36.19
4900	54.46	19.54	83.85	4900	53.44	36.19	36.19
5000	54.81	19.14	84.85	5000	53.83	36.19	36.19
5100	55.16	18.74	85.85	5100	54.22	36.19	36.19
5200	55.51	18.34	86.85	5200	54.61	36.19	36.19
5300	55.86	17.94	87.85	5300	55.00	36.19	36.19
5400	56.21	17.54	88.85	5400	55.39	36.19	36.19
5500	56.56	17.14	89.85	5500	55.78	36.19	36.19
5600	56.91	16.74	90.85	5600	56.17	36.19	36.19
5700	57.26	16.34	91.85	5700	56.56	36.19	36.19
5800	57.61	15.94	92.85	5800	56.95	36.19	36.19
5900	57.96	15.54	93.85	5900	57.34	36.19	36.19
6000	58.31	15.14	94.85	6000	57.73	36.19	36.19
6100	58.66	14.74	95.85	6100	58.12	36.19	36.19
6200	59.01	14.34	96.85	6200	58.51	36.19	36.19
6300	59.36	13.94	97.85	6300	58.90	36.19	36.19
6400	59.71	13.54	98.85	6400	59.29	36.19	36.19
6500	60.06	13.14	99.85	6500	59.68	36.19	36.19
6600	60.41	12.74	100.85	6600	60.07	36.19	36.19
6700	60.76	12.34	101.85	6700	60.46	36.19	36.19
6800	61.11	11.94	102.85	6800	60.85	36.19	36.19
6900	61.46	11.54	103.85	6900	61.24	36.19	36.19
7000	61.81	11.14	104.85	7000	61.63	36.19	36.19
7100	62.16	10.74	105.85	7100	62.02	36.19	36.19
7200	62.51	10.34	106.85	7200	62.41	36.19	36.19
7300	62.86	9.94	107.85	7300	62.80	36.19	36.19
7400	63.21	9.54	108.85	7400	63.19	36.19	36.19
7500	63.56	9.14	109.85	7500	63.58	36.19	36.19
7600	63.91	8.74	110.85	7600	63.97	36.19	36.19
7700	64.26	8.34	111.85	7700	64.36	36.19	36.19
7800	64.61	7.94	112.85	7800	64.75	36.19	36.19
7900	64.96	7.54	113.85	7900	65.14	36.19	36.19
8000	65.31	7		8000	65.53	36.19	36.19

# The Markets

THIS WEEK

Global Investor / Martin Dickson in New York

## The last picture show, perhaps



A grim-faced, bearded soothsayer tramps through the streets of New York holding aloft a placard declaring that "the end of the sale of Paramount is near."

The cartoon, published in New Yorker magazine, sums up both Wall Street's weariness with the five-month-old battle for entertainment group Paramount Communications, and the gloomy expectation that whichever bidder wins the contest will turn out to be the loser - at least in the short run.

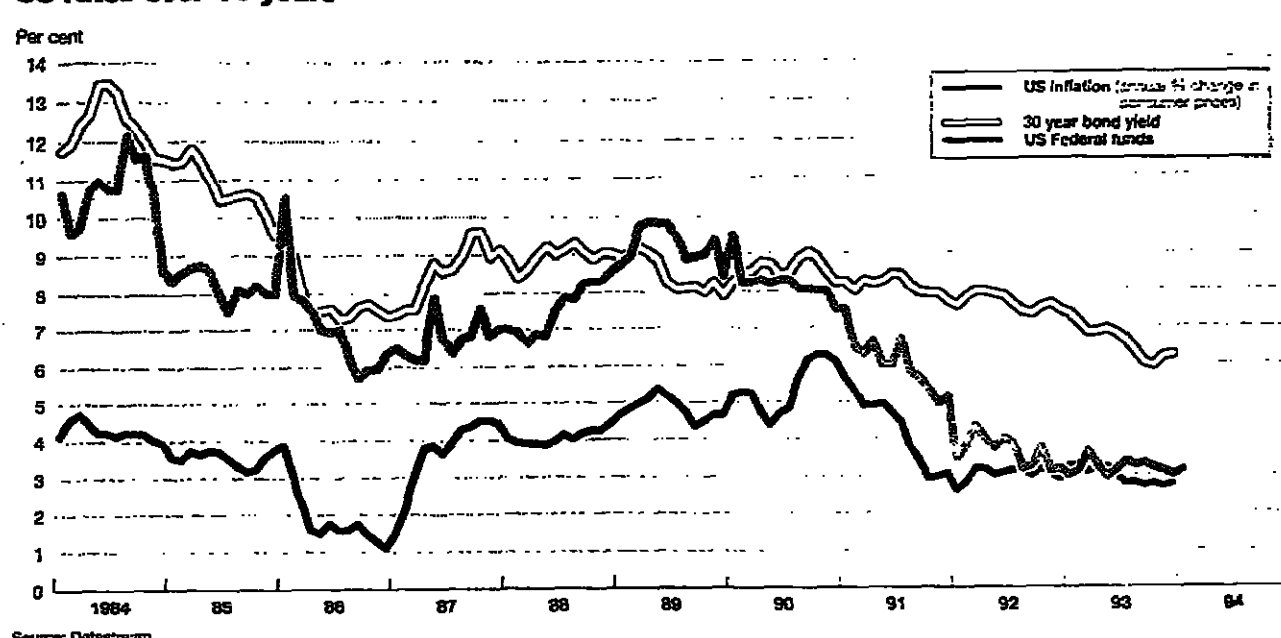
Over the past few months the market has hammered the shares of each of the two bidders - Viacom and QVC Network - when they appeared to be the likely victor, and analysts expect this movement to be accentuated when the contest is finally settled.

That could be as early as this week. The Paramount board has set tomorrow as the deadline for best and final offers, and it issued a stern warning last week that bids beyond February 1 would violate the ground rules it has laid down for the contest. Shareholders will have until the middle of the month to make their choice.

However, since the board has a duty to get the best value for stockholders - and may face investor suits if it does not - it could find it hard to ignore a higher offer made after the auction gavel has supposedly dropped for the third time.

The winner's shares are expected to drop in part because much of Paramount's stock is now in the hands of Wall Street arbitrageurs, rather than long-term investors, and they will be keen to liquidate quickly the holdings in the victor's stock which they receive in part-pay-

US rates over 10 years



Source: Datastream

ment for their Paramount shares.

At the same time, whichever company wins Paramount will be leveraging itself up with debt in order to pay a very high price - more than 17.5 times operating cash flow in the year to April and a price/earnings multiple of over 40 - for a business with a lacklustre profits record, forecast to produce flat earnings this year.

Viacom says Wall Street is "grossly underestimating" the growth potential of its merger with Paramount, and the simultaneous takeover it is planning of video retailer Blockbuster Entertainment.

The company certainly has an impressive record in the creation of branded television programming. But Paramount's core business is its film studio, and the track record of QVC's Barry Diller, one of the most creative Hollywood figures of the past two

decades, suggests he is more likely to make this asset hum - eventually.

### Disney

Whatever the outcome, the Paramount bidders are gambling that entertainment software assets - film and television shows - will have a high scarcity value in the brave new world of inter-active, multi-media communications, which promises to bring a host of new television-based services into the home, ranging from shopping to video telephony.

No one really knows how much of this consumers will be willing to pay for, or when, and fortunes are going to be won and lost finding out.

But it is a fair bet that movies and TV shows which can be summoned on demand, by the flick of a remote control button, will be among the most popular offerings.

With Paramount about to

lose its independence, the only remaining large, quoted and fairly "pure" film business is Walt Disney, which last week produced a remarkably strong set of first quarter figures with net income rising 34 per cent to \$268.6m.

Disney shares have been held back by the crisis at its 49 per cent-owned associate, Euro Disney, which is crippled with debt and is about to start negotiations with its banks over an emergency refinancing.

Last week's figures excluded Euro Disney losses because Walt Disney has written its investment down to zero. But the Euro Disney crisis will eventually pass, be it through a debt restructuring or closure, and the recent emergence of a secondary market in Euro Disney debt is one positive straw in the wind.

Euro Disney aside, the basic business fundamentals at Walt Disney look strong, a fact which may have escaped Euro-

pean investors, perhaps enjoying a touch of schadenfreude at America's most powerful purveyor of popular culture fouling up in the old world. Walt Disney's American theme park business may be growing only modestly, but its film division produced a 51 per cent surge in first quarter operating profits to \$746m, thanks largely to two animated films: Aladdin, which was released in video form in the US market and in cinemas internationally; and The Jungle Book, an older Disney title which was released internationally in video.

There is plenty more in the cartoon pipeline, with the release in the US next summer of Lion King, an African wildlife tale with music by Elton John, followed next Christmas by Pocahontas, an American Indian saga.

Josetta Reif, of Oppenheimer & Co, who has been one of the most bullish Wall Street analysts on Disney and thinks the

stock could rise 30 per cent over the next 12 months, says the success of the Jungle Book underlines a unique feature about the company.

Disney can "re-release each animated film every seven to ten years and do as well or better than the original release." That is not true for live action films, and makes its library the most valuable in Hollywood on a per-title basis.

### The Fed's dilemma

The US Federal Reserve's policy-making Open Market Committee will meet on Thursday and Friday of this week to address the question uppermost in the mind of the global financial community: when will the Fed tighten monetary policy, implementing the first US interest rate increase in five years?

Most Wall Street analysts expect the central bank to ratchet rates higher - possibly taking the Fed funds rate from 3 per cent to 3.25 per cent over the next few months, to nip incipient inflation in the bud and reassure the bond market as the US economy's growth accelerates.

Yet at the moment inflation does not seem a problem. Last Friday's figures for fourth quarter GDP - showing the economy growing at an annual rate of 5.9 per cent - also contained good inflation news. The implicit GDP deflator, a broad measure of price changes and shifts in buying patterns, rose just 1.1 per cent in the quarter, compared to the 3 per cent forecast by some analysts.

The fourth quarter growth rate was boosted by special factors and Wall Street is expecting a sharp drop in the first three months of this year, particularly in view of severe winter storms in the East and the earthquake in Los Angeles (though some economists argue that the quake could be a net plus for growth, given

Total return in local currency to 27/1/94

	US	Japan	Germany	France	Italy	UK
Cash						
Week	0.06	0.04	0.12	0.13	0.15	0.18
Month	0.27	0.20	0.55	0.58	0.71	0.48
Year	3.89	3.34	7.50	8.88	11.94	5.88
Bonds 3-5 year						
Week	0.07	-0.12	-0.04	-0.07	0.08	-0.18
Month	0.74	-1.63	0.18	0.24	0.73	0.18
Year	8.05	8.38	11.96	17.12	23.30	11.87
Bonds 7-10 year						
Week	0.12	-0.38	-0.26	-0.41	-0.18	-0.74
Month	0.77	-3.21	-0.31	-0.11	0.48	-0.29
Year	11.90	10.13	15.13	27.95	38.32	19.25
Equities						
Week	-0.3	-0.8	0.1	-1.0	3.8	-0.9
Month	0.7	8.9	-5.3	1.6	2.9	2.2
Year	10.4	23.2	36.6	37.6	30.7	28.4

Best performing stocks from FT-A World Indices in local currency to 27/1/94

	Change	Week	Month	Year
Jennings Group (Aus)	0.36	45.5	45.5	300.0
Ferruzzi Fin. (Ita)	725.00	35.3	35.4	0.8
Air Canada Inc. (Can)	8.80	12.5	22.7	179.0
Radio-Technique (Fra)	585.00	77.7	34.5	100.0
Hufvudstaden A (Swe)	68.00	77.2	36.5	197.0
Iseki & Co. (Jap)	308.0	16.6	43.8	37.0
Fokker (Neth)	21.80	16.5	15.4	75.4
Feruzzi Finanz. (Ita)	1,820.00	16.3	4.3	42.3
Chiquita Brands (USA)	15.50	15.0	47.8	4.0
Saria A (Ita)	4,900.00	15.7	30.6	32.5

Source: Cash & Bonds - Lehman Brothers. Stocks - 40 National Stock Exchanges. The FT-A World Indices are purely based on the Financial Times 1000. Goldman Sachs & Co. and NatWest Securities Limited.

the construction spending it will trigger).

The Wall Street consensus for 1994 as a whole is growth of a little over 3 per cent. The FOMC, in this week's first meeting of the year, will form its own view on the outlook for 1994, as well as setting monetary growth targets.

As it considers tightening it will have one more piece of statistical evidence to weigh - January's employment report, due out on Friday morning, which is expected to show a gradually expanding labour market, though the picture may be distorted by seasonal factors and changes in reporting methodology.

The committee faces a dilemma. It needs to firm

before inflation becomes an evident problem, because by then a price spiral will be embedded in the system and the harsh medicine necessary to stop it would severely unsettle the markets.

On the other hand, last week's bond market rally indicates that Wall Street remains relaxed about inflation, while an early rise in rates would be politically unpopular (particularly against a background of natural disasters) at a time when Congress is threatening to curb the Fed's freedom.

In a week when the US is basking in the best of all possible Panglossian worlds - solid growth and low inflation - the Fed would be brave indeed to break the spell.

Economic Eye / Edward Balls

## Financing the upgrade to a high-wage-growth economy



The Organisation for Economic Co-operation and Development is not known for its publicity-seeking ways.

Strong titles, racy language, bold conclusions - none of these are house-style at the industrialised countries' Paris-based think tank.

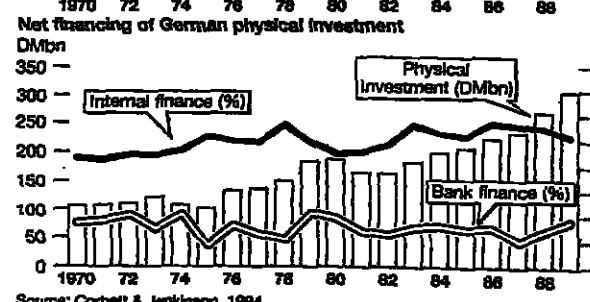
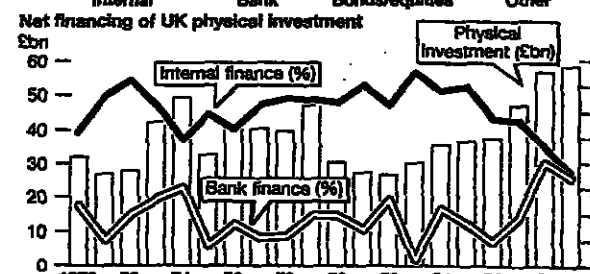
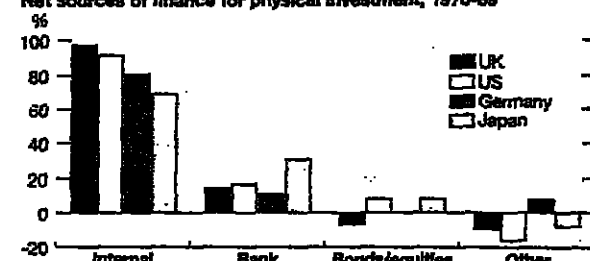
Yet, despite the usual diplomatic language and veiled prescriptions, a clear message shines through the OECD's draft report on employment and unemployment. The study, currently circulating among member governments, criticises continental European governments for their poor records of job creation and high long-term unemployment. But the OECD does not believe that the deregulated Anglo-American labour markets are the answer.

Far from it. The collapse in the demand for unskilled workers in developed economies, the draft report says, is a serious problem "regardless of the form it takes - low paid, low quality jobs or overt unemployment". Less regulation may mean more low-wage, low-productivity employment. But the side-effects of America's hire-and-fire labour markets - rising wage inequality and in-work poverty as well as male inactivity - are as economically and socially dangerous as the long-term unemployment they are supposed to avoid. The only sustainable, and affordable, solution is to reverse the dwindling ability of most developed economies - with the exception of Japan and perhaps western Germany - to create high-wage, high-skill jobs and equip poorly educated workers to compete for them.

What the OECD is not willing to do, however, is to ask whether the free market policies pursued by the UK government or deeply embedded in the structure of the American economy also explain why they have comparatively low levels of investment in physical and human capital. Last year's OECD Employment Outlook, for example, published research which finds a strong link between security of employment tenure and the

### Investing for the future

Net sources of finance for physical investment, 1970-88



willingness of both workers and managers to invest in training. But, while the draft report makes many suggestions for increasing the quality of education and removing obstacles to job creation, it does not tackle the question of whether flexible hiring and firing necessarily undermines long-term relationships and thus investment in skills.

Again, with a clear nod in an Anglo-American direction, the report suggests that "investment levels are too low in many OECD countries to provide the capital stock necessary to generate sufficient numbers of high-productivity jobs." But perhaps the low levels of investment in the UK and US are linked to the structure of Anglo-American financial systems, and the fluid relationships between managers, shareholders, banks and other stakeholders that they encourage. The OECD's desire to duck these issues is understandable - international comparisons of financial systems are fraught

with difficulties. Identifying differences in corporate governance across countries is comparatively easy: US and UK companies have few intercorporate or bank equity holdings, while the takeover threat means incumbent managers must focus on short-term results; German and Japanese companies are less vulnerable to takeovers because of cross-shareholdings while management decisions are supervised by committees on which banks play a leading role.

Yet the standard complaint from UK companies - that they do not have the same level of access to long-term bank finance as their German or Japanese competitors - is not borne out by the evidence. Oxford University economists Jenny Corbett and Tim Jenkinson have identified the net sources of funds available for physical investment over the period 1970-1989 after adjusting for bank deposits and purchases of bonds and equities. Contrary to the conventional

wisdom, their research finds that internally generated profits are by far the main source of funds for investment in all four countries, as the charts show. US and UK companies actually depend more on bank finance than German companies. But market capital - bonds and equities - provides a small and dwindling net source of finance. For British companies, the development of the takeover market means that equity finance has increasingly become a net drain on resources.

Yet financial systems clearly make a difference to the time horizons over which managers and workers can plan. The pattern of UK investment is much less stable than in Germany, in part because of Britain's recent macroeconomic turbulent history, as the charts show. But the share of bank finance in UK investment also fluctuates markedly, rising when investment increases but then falling sharply in recessions as the profitability of lending falls and banks call in their loans. In Germany, by contrast, the banks' role as actual and proxy shareholders in the companies they lend to seems to deliver much more dependable bank finance. The ability of German and Japanese stakeholders - workers, managers and shareholders - to take a longer term view and forgo earnings to invest for the future must also be part of the reason why profits are consistently higher than in the US or UK. Who can blame British managers or workers for trying to extract as much as possible as fast as they can from the companies in which they work when the threat of takeover, recession or bankruptcy remains so immediate?

The OECD is right of course, to counsel against easy solutions to unemployment. The long-term challenge of tackling unemployment, and creating more high-wage jobs, is not easily understood, let alone solved. But finding corporate structures which encourage managers, workers and bankers to take a longer-term view must be part of that solution. The OECD's decision not to explore how differences in corporate governance affect wages, profits and investment leaves a gap which needs to be filled.

November 1993

This announcement appears as a matter of record only



## Den norske stats oljeselskap a.s

U.S.\$1,000,000,000

Multicurrency Revolving Credit and Swingline Facility

### Participating Banks

ABN AMRO Bank N.V.	The Bank of Tokyo, Ltd.
Banque Nationale de Paris	Barclays Bank PLC
Bayrische Landesbank Girozentrale	The Chase Manhattan Bank, N.A.
Christiania Bank og Kreditkasse	Citibank, N.A.
Credit Suisse	Den Danske Bank
Deutsche Bank Luxembourg S.A. Co-ordinator and Facility Agent	Dresdner Bank Luxembourg S.A.
The Mitsubishi Bank, Limited	Morgan Guaranty Trust Company of New York Co-ordinator and Swingline Agent
The Royal Bank of Canada Group	Skandinaviska Enskilda Banken
Société Générale	Swiss Bank Corporation
Union Bank of Switzerland	



**Republic New York  
Corporation**  
**U.S.\$150,000,000**  
**Puttable Capital Notes**  
For the six month period January  
31, 1994 to July 29, 1994 the  
Notes will carry an interest rate of  
3.625% per annum with an  
interest amount of U.S.\$180.24  
per U.S.\$10,000 Note payable  
on July 29, 1994.  
January 31, 1994  
By: Citicorp, N.A.  
(Issuer Services) Agent Bank



## WORLD BOND MARKETS: This Week

## NEW YORK

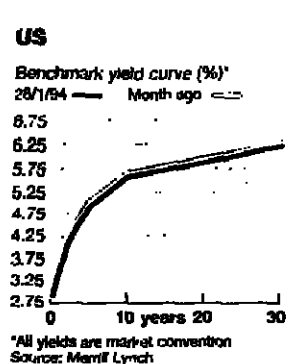
Martin Dickson

The US bond market, having rallied strongly late last week on hopes of subdued inflation, will have plenty of fresh information to absorb over the next five days, which will bring significant new data on the strength of the economy, and perhaps some clues to Federal Reserve thinking.

The benchmark 30-year Government bond ended last week yielding 6.21 per cent, against 6.28 per cent a week earlier, as fourth-quarter GDP figures convinced Wall Street inflation was not an immediate problem and the Fed was unlikely to tighten policy in the near future.

Mr Alan Greenspan, the Fed chairman, is scheduled to go before Congress's joint economic committee today to discuss the economic outlook, and the market will be scouring his testimony for clues on interest rates.

Fed policy will be set on Thursday and Friday at its Open Market Committee meeting. It is expected to





## EQUITY MARKETS: This Week

## NEW YORK

Frank McCurdy

## Keeping an eye on the weather

To make an educated guess on the direction of US share prices this week, investors are advised to check the North American weather forecast.

With a fresh Arctic blast on the horizon, the US economy suddenly seems vulnerable, at least temporarily, just as the initial readings on its first-quarter performance are trickling into a snow-bound Wall Street.

Memories of the economy's deep freeze in the first months of last year, after a buoyant fourth quarter, are lingering. "Weather, after all, was the first explanation used to justify last year's early stall," says Mr Robert Barbera, an economist at Lehman Brothers in New York.

Few analysts expect any more than a brief downturn this year. However, a weather-induced slowdown could influence the financial markets.

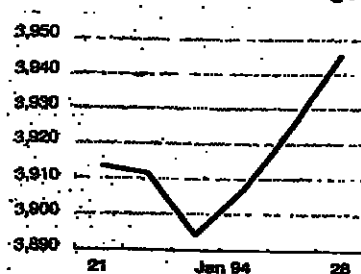
Record-setting cold weather in the east, combined with the devastation of the California earthquake, has put sales of cars, industrial production and construction on ice over the past fortnight.

The extent of the damage may begin to surface today with the Chicago Purchasing Managers' index of manufacturing activity. It will offer a preview of tomorrow's national survey, a closely watched measure of future economic strength.

However, the direct impact of the weather on economic activity is less important to the stock markets than its indirect influence over monetary policy. In view of the recent natural calamities, will the Federal Reserve decide a shift to tighter money is warranted when its policy-making arm, the Federal Open Market Committee, meets for the first time this year on Thursday and Friday?

That question has assumed greater

## Dow Jones Industrial Average



Source: FT Graphica

urgency with last week's news of a 5.9 per cent jump in gross domestic product in the fourth quarter, more than a half point better than the consensus forecast.

"Unfortunately, nature seems determined to deny the Fed the accurate and timely information required" to make a well-considered decision, say Mr David Resler and Ms Carol Stone, economists at Nomura Securities International in New York.

Be that as it may, most Wall Street analysts believe the FOMC will hold its fire - rain, sleet or shine - especially after reading beyond the headline GDP figure. The data also included a surprisingly tame 1.3 per cent increase in the implicit price deflator, a good gauge of inflation.

As a result, stocks resumed their forward march late last week after consolidating in the first two trading sessions, when uneasy over technical conditions began to catch up with the market. On Thursday, the biggest one-day rise in the rate-sensitive Dow Jones Utility Average, viewed as market harbingers, put the blue-chip barometer back on track. The Dow industrials finished at 3,945.43, a second consecutive record.

Is a sanguine mood justified? The market is sure to be listening attentively to today's Congressional testimony by Mr Alan Greenspan, the Fed chairman, for any hints about the FOMC's thinking. His words could well bring warmth and reassurance.

While adopting a more cautious

## LONDON

Terry Byland

## A period of consolidation in prospect

This morning sees the start of a new two-week trading account on the London market and if some of the signals being transmitted by the market in recent days are to be believed, could herald a period of consolidation.

Share prices are viewed by many observers as beginning to show signs of running out of steam. Turnover levels began to subside last week, compared with the virtually record levels achieved the previous week. Many old market hands said they had carried out more customer business during that five-day period than ever before. The Stock Exchange confirmed that recent activity approached all-time records.

So a tapering off of turnover levels would seem to indicate that the big UK and international funds may have, for the time being at least, carried out much of their new year reshuffling of portfolios.

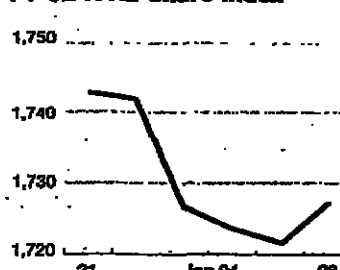
Another potential indicator that the market may have topped out is the ratio of call/put activity on the FTSE Option which, according to Smith New Court, the securities house, has seen call volumes rise sharply since the November budget, while put volumes have declined.

Sentiment, says Smith, has swung from extreme pessimism in October/November to the unusually optimistic. "This suggests that we should not be expecting a big move up in stock prices just yet, since everyone is already a bull."

International influences have also been at work: worries about the German economy have been translated into a weak Bund market, which translates into a weak UK market and in turn into weak UK equities.

While adopting a more cautious

## FT-SE-100 All-Share Index



Source: FT Graphica

view of UK equities, most strategists do not foresee a great downwards correction in the market, where there remains substantial underlying support. But the view of the head of trading at one of the leading UK integrated securities houses is that share prices are in for a period of consolidation.

February is viewed as a crucial month for the market as the results season gets fully under way. Any significant disappointments in profits and dividends will have a substantial impact on sentiment.

The spectre of some large-scale fundraising via rights issues accompanying the results flow in February, should also be borne in mind. NatWest Securities has forecast £8bn-worth of rights issues this year to take advantage of high ratings and liquidity in the equity market, compared with the £11.3bn total for 1993. The broker says this total will be easily swallowed by the cash-rich institutions and will have little effect on the overall market.

One area which could provide fresh upside impetus in share prices could be in the takeover arena, virtually bereft for many months. In recent weeks the electronics and composite insurance sectors have been alive with talk of imminent bids.

The two-week trading account brings results from two of the market's top five stocks, BT and BP. Any disappointments and the market will be unforgiving.

## OTHER MARKETS

## TOKYO

Parliamentary approval over the weekend of political reform is likely to encourage investors, already cheered by Friday's unexpectedly strong industrial production figures announced after the market closed. Expectations that the government will announce an economic support package is also likely to help prices.

## FRANKFURT

Speculation about lower interest rates will again be revived ahead of Thursday's Bundesbank Council meeting, although most analysts do not expect any move until later in February.

## MADRID

Spain's Stock Exchange Commission has said that trading will resume tomorrow in Banesto, the troubled banking group in which the authorities intervened to impose a new management at the end of last month.

## AMSTERDAM

KLM reports third-quarter results on Thursday. Hoare Govett, forecasting a net loss of £11m after the £143m deficit in the same 1993 period, says the results are currently being flattened by the pensions holiday announced last year, although cost savings, still to be implemented, should be more than sufficient to compensate when pension payments start again.

## STOCKHOLM

Electrolux reports full-year figures on Wednesday. UBS, which is looking for a 50 per cent rise in net profits, says that expectations have been enhanced by the excellent results from SSAB earlier in the month.

## ZURICH

Ares-Sereno, the Geneva based manufacturer of human fertility drugs, hit by enforced price reductions on its products in many European countries, is expected to report a fall of about 10 per cent in full-year net profits on Wednesday.

## PARIS

Creditor banks of Euro Disney, the struggling leisure group, meet in Paris on Wednesday to discuss the findings of an investigative audit commissioned from KPMG Peat Marwick. Walt Disney, the US parent, has already asked the banks to consider a series of restructuring proposals.

## RISK AND REWARD

## Exploding warrants exploit volatility of emerging markets



In the innovative field of emerging markets derivatives, Swiss Bank Corporation has come up with a new twist, designed to allow investors to benefit, rather than suffer, from the volatile price swings which typify emerging markets.

SBC has launched a series of call warrants on a basket of Eastern European debt with a novel feature: they are exploding warrants. This means that if the price of the underlying basket rises to a certain level above the strike price, the warrant is automatically exercised.

This structure, developed in the currency options market, has not been used before on a public emerging markets transaction.

For the investor, the structure has several distinct advantages - and one clear disadvantage. The disadvantage is that the potential gain on the warrant is capped. But this allows the warrants to be priced much more cheaply.

In fact, the cost may be as much as 60 per cent lower. This is important as emerging market derivatives are often prohibitively expensive as a result of the volatility of the underlying markets.

More importantly, even though they are European-style warrants (that is, can be exercised only on the day they expire), if the "exploding" strike price is reached, cash payment to investors is triggered automatically.

Not only does this remove the onus of tracking prices from the investor, it also means that investors will not have to watch their warrants rally for several months and then be caught by a sudden sell-off, which leaves the warrants to expire worthless.

The basket consists of Eastern European commercial bank debt, which SBC believes will rally further if debt restructuring agreements are reached. The basket contains 25 per cent each of Bulgarian syndi-

cated loans and Poland's trade-related debt, with the remaining 50 per cent made up of loans for Russia's Vnesheconombank.

SBC has set the strike price at 47.5 per cent of the face value of the debt, and the explosion strike at 59.5 per cent. If the warrants explode, investors will have earned a 100 per cent return. The warrants cost \$600, a 6 per cent premium.

SBC will hedge its own exposure by using delta-hedging techniques, which require it to hold a proportion of the underlying assets.

While the exploding structure is a new one, previous issues of emerging market warrants have been structured as knock-out options - that is, if the value of the underlying basket falls below a certain level, the warrants "disappear". These are even cheaper than exploding options, and they appeal to investors with a strong view on the market - in a volatile market they can be dangerous.

Investors in two recent warrant issues by Société Générale discovered this to their cost last week, when two knock-out warrant issues - one on Vnesheconombank debt and one on a basket of Polish and Vnesheconombank debt - disappeared, because the downfalls in the long-dated warrants were hit.

Consequently, Société Générale decided to issue a further two tranches of warrants - also totalling \$200m - on Thursday.

The first are European call warrants with a down limit set at 32.5 per cent of face value, 5.5 per cent below the strike price of 38.5 per cent (the mid-price of Vnesheconombank debt at pricing).

The second consists of European call warrants with the same strike price but without a knock-out feature. However, the second tranche is therefore more expensive, with an 8.4 per cent premium, compared with a 5 per cent premium for the first tranche.

Tracy Corrigan

## INDICES AT A GLANCE

	Closing price	Over week	On 12 months	Since Jan 1	High	12 month Low	High	1994 Low
FT-SE 100	3,947.4	-1.1	+22.4	0.8	3,484.2	2,786.3	6/5/93	3,484.21
Dow Jones Ind.	3,945.43	+0.8	+19.3	+5.10	3,945.43	3,302.91	18/2/93	3,945.43
Nikkei	18,757.89	-2.8	+8.9	+7.7	21,148.11	13,938.93	16/7/93	29,111.93
Dax	2,193.47	+2.8	+36.1	-5.9	2,267.98	1,567.84	28/1/93	2,267.98
CAC 40	2,313.47	+3.1	+29.9	+1.8	2,331.33	1,772.21	29/1/93	2,331.33
Banca Com. Ital.	641.83	+4.6	+34.3	+3.6	641.83	475.01	31/3/93	641.83

FT Graphica

## SCHRODER INTERNATIONAL SELECTION FUND

Société d'investissement à capital variable  
Registered Office: 25 rue Goethe, L-1637 Luxembourg  
R.C. Luxembourg 95262

## EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS

of Schroder International Selection Fund will be held at its registered office at 13, rue Goethe, Luxembourg at 11.00 am on Friday 18 February 1994 for the purpose of considering and voting upon the following matters:

## Agenda:

1. Amendment of article 10 of the Articles of Incorporation of the Company, replacing in the first sentence the term "January" by the term "May", and by adding at the end of this sentence the term "from 1995 on".
2. Amendment of article 26 of the Articles of Incorporation of the Company, replacing the first sentence of this article by the following sentence: "The accounting year of the Company shall begin on the first day of January of each year and shall terminate on the last day of December of that year."
3. Amendment of article 28 of the Articles of Incorporation of the Company, replacing the text of this article by the following paragraph: "The Company shall enter into a discretionary Management Agreement with Schroder Investment Management Limited, whereunder such company will provide discretionary fund management services in respect of the Company and abide by and be subject to the overall supervision, direction and control of the Directors."

Resolutions on items 1 and 2 of the agenda of the extraordinary general meeting will require a quorum of 50% and a majority of two thirds of shareholders present or represented at the meeting voting in favour.

## ANNUAL GENERAL MEETING OF SHAREHOLDERS

## Agenda:

1. Acceptance of the Directors' and Auditor's reports and approval of the financial statements for the year ended 31 August 1993.
2. Distribution of final dividend.
3. Discharge of the Board of Directors and Auditor.
4. Election and re-election of Directors.
5. Re-election of Auditor.
6. Miscellaneous.

Resolutions on items 1-6 of the agenda of the annual general meeting will require no quorum and will be taken at the majority of the votes expressed by the shareholders present or represented at the meeting.

Registered shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office of the Company to arrive not later than 15 February 1994.

In order to take part in the Meeting of 18 February 1994, the owners of bearer shares must deposit their shares five business days before the meeting at the registered office of the Company as set out above, or with one of the following:

Bank of Bermuda (Luxembourg) S.A. Securities Department  
13 rue Goethe, Luxembourg  
Schroder Investment Management Ltd  
33 Gutter Lane, London EC2V 8AS

Proxy forms will be sent to registered shareholders with a copy of this Notice and can be obtained by bearer shareholders from the registered office.

The Board of Directors

## SCUDDER GLOBAL OPPORTUNITIES FUNDS, SICAV

Société d'Investissement à Capital Variable à  
Compartiments Multiples  
R.C. Luxembourg B 43.017  
47, Boulevard Royal  
Luxembourg

## NOTICE OF MEETING

Notice is hereby given to the shareholders of SCUDDER GLOBAL OPPORTUNITIES FUNDS, SICAV that an extraordinary shareholders' meeting shall be held, before notary, at the registered office of the company, 47, Boulevard Royal, Luxembourg, on February 18, 1994 at 10:00 a.m. local time with the following agenda:

1. Amendment of Article 5 par. 3 line 1 of the Articles of Incorporation to replace "will be" by "was".
2. Relabelling of the classes of shares as follows:

Class A shares into Class A1 shares,  
Class B shares into Class A2 shares,  
Class C shares into Class E2 shares,  
Class D shares into Class E1 shares,  
Class E shares into Class B2 shares,  
Class F shares into Class B1 shares,  
Class G shares into Class C2 shares,  
Class H shares into Class C1 shares,  
Class I shares into Class D2 shares,  
Class J shares into Class D1 shares,  
Class K shares into Class F2 shares,  
Class L shares into Class F1 shares,  
Class M shares into Class G2 shares,  
Class N shares into Class G1 shares,  
Class O shares into Class H2 shares,  
Class P shares into Class H1 shares,  
Class Q shares into Class I2 shares,

and subsequent amendment of Article 5 par. 6 of the Articles of Incorporation to reflect these changes.

3. Amendment of Article 17 paragraph 12 as well as of Article 22 paragraphs 2 and 3 to be put into compliance with the abovementioned relabelling.

The resolution may be passed with a minimum quorum of 50% of the issued capital by a majority of 2/3 of the votes cast at the meeting.

The shareholders on record at the date of the meeting are entitled to vote or give proxies.

Proxies should arrive at the registered office of the company at least 48 hours before the meeting.

By order of the Board of Directors.

## Sakura Finance Asia Limited

Mitsui Finance Asia Limited  
U.S.\$150,000,000  
Guaranteed Floating Rate Notes 1997

In accordance with the provisions of the Notes, notice is hereby given that for the three month period 31st January, 1994 to but excluding 29th April, 1994 the Notes will carry an interest rate of 3.5% per annum. Coupon will be U.S.\$85.56 on the Notes of U.S.\$10,000.

Sakura Trust International Limited  
Agent Bank

Forex or Futures prices from £49 per month  
For 30 second updates on your Windows PC Screen or  
Pocket Financial Monitor call 0494 444415  
Quotelink from SPRINT

## FutureSource

Using artificial neural networks, FutureSource is now available to traders at home. It provides coverage of all major markets: Futures, Options, FX, Energy, Commodities, Metals, News, Full Charting & Technical Analysis from our Windows package. Available via Satellite through UK & Europe.  
Call FutureSource Tel: 071-467 5567 Fax: 071-467 1564

## CITY INDEX

THE CITY'S BOOKMAKER  
The Market Leader in spread betting. Financial and Sports betting. A brochure and an account application form call 071 283 1617. Accounts are normally opened within 72 hours.  
See our updated prices on the 10/10/94 - see full page 605

The world's largest financial database for Equities & Bonds. Comprehensive & Future & Options & Futures & FX and News from US, Asian and major European Exchanges is only available in Europe via Satellite or Dial Time. Directly into your PC or onto your LAN, in Real Time.  
Call Graham Clark, PC QUOTE London: 071-428-4200  
64KB HYPERFLEX



## WORLD STOCK MARKETS

[illegible]

## INDICES

[illegible][illegible]

Dow Jones	Jan 26	Jan 27	Jan 28	1994		Size magnitude		
				High	Low			
Industrials	3945.45	3925.39	3909.03	3965.63	3951.05	3965.63	417.77	(21.22)
Home Bldg.	105.52	105.65	105.45	107.37	103.49	108.77	51.1	(5.41)
Transport	1854.98	1821.08	1813.47	1859.81	1833.84	1899.81	121.93	(17.07)
Utilities	225.42	228.61	221.47	230.48	227.11	236.81	67.73	(6.43)
Div. Ind. Div. Yld. 3.54% (3.54%)	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54
Div. Ind. Div. Yld. 3.54% (3.54%)	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54
Standard and Poors Composite	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47
Industrials	555.14	555.41	555.26	558.14	555.41	555.41	555.41	555.41
Financial	45.18	45.18	45.12	45.48	45.09	45.48	45.48	45.48
NISE Comp.	265.92	264.98	262.26	268.54	262.21	268.54	268.54	268.54
Amer. Ind. Yld.	653.22	651.46	649.14	656.51	651.46	656.51	656.51	656.51
NASDAQ	789.54	792.88	788.81	795.81	788.81	795.81	795.81	795.81
IN RATIO								
Dow Jones Ind. Div. Yield	Jan 21	Jan 24	Jan 27	Jan 7	Year ago			
S & P Ind. Div. yield	2.36	2.34	2.36	2.51	2.51			
S & P Ind. P/E ratio	27.90	28.13	28.07	26.98	26.98			
IN STANDARD AND POORS 500 INDEX FUTURE \$500 times index								
Mar	Open 477.90	Settle 478.70	Change +1.15	High 480.15	Low 477.25	Est. vol 55,317	Open 478.70	Settle 478.70
Jun	477.90	478.70	+1.15	480.15	477.25	55,317	478.70	478.70
Sep	477.90	478.70	+1.15	480.15	477.25	55,317	478.70	478.70
Open Interest: Futures are for previous day								
IN NEW YORK ACTIVE STOCKS								
Friday	Stocks	Close	Change	IN TRADING ACTIVITY				
	traded	on day	on day	Volume (millions)				
				Jan 26	Jan 27	Jan 28		
NYSE	4,812,400	3414	+496	New York SE	312,828	343,392	304,544	
Dutman-Stra	4,808,900	47	+14	Amex	1,282	1,317	1,184	
Volunteers	3,945,000	1726	+1	NASDAQ	68	314,387	314,408	
Vol-Mkt	3,333,300	2916	+1	NYSE				
BearMarket's	3,339,500	4576	+1	Implied Trade	2,736	2,736	2,736	
Vol-Mkt	2,816,700	2774	+1	Vol	1,282	1,317	1,184	
Standard	2,685,000	314	+114	Falls	783	798	777	
Market	2,850,400	314	+1	Unchanged	171	161	169	
US	2,450,000	274	+1	New York	67	68	69	
US Small	2,450,000	314	+136	Vol	19	18	22	

## US INDICES

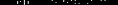
Dow Jones	Jan 26	Jan 27	Jan 28	1994		Size magnitude		
				High	Low			
Industrials	3945.45	3925.39	3909.03	3965.63	3951.05	3965.63	417.77	(21.22)
Home Bldg.	105.52	105.65	105.45	107.37	103.49	108.77	51.1	(5.41)
Transport	1854.98	1821.08	1813.47	1859.81	1833.84	1899.81	121.93	(17.07)
Utilities	225.42	228.61	221.47	230.48	227.11	236.81	67.73	(6.43)
Div. Ind. Div. Yld. 3.54% (3.54%)	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54
Div. Ind. Div. Yld. 3.54% (3.54%)	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54	1861.54
Standard and Poors Composite	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47	4770.47
Industrials	555.14	555.41	555.26	558.14	555.41	555.41	555.41	555.41
Financial	45.18	45.18	45.12	45.48	45.09	45.48	45.48	45.48
NISE Comp.	265.92	264.98	262.26	268.62	262.21	268.62	268.62	268.62
Amer. Ind. Yld.	653.22	651.48	651.41	656.51	651.41	656.51	656.51	656.51
NISDAQ Gap	789.54	789.58	789.51	793.54	789.51	793.54	793.54	793.54
ST RATIO								
Dow Jones Ind. Div. Yield	Jan 21	Jan 24	Jan 27	Jan 7	Year ago			
	2.85	2.85	2.85	2.85	2.85			
S & P Ind. Div. yield	2.35	2.34	2.35	2.35	2.35			
S & P Ind. P/E ratio	27.90	28.13	28.07	28.07	28.08			
STANDARD AND POORS 500 STOCK INDEX								
	Open	Sell price	Change	High	Low	Est. vol.	Open in	
Mar	4774.00	4778.70	+1.15	4801.15	4772.25	55,317	5,045.08	
Jun	4774.00	4778.70	+1.15	4801.15	4772.25	55,317	5,045.08	
Sep	4774.00	4778.70	+1.15	4801.15	4772.25	55,317	5,045.08	
Open Interest figures are for previous day.								
IN NEW YORK ACTIVE STOCKS								
Friday	Stocks	Close	Change	Trading activity				
	traded	on day	on day	Volume (millions)				
				Jan 26	Jan 27	Jan 28		
NYSE	4,812,400	3414	+496	New York SE	312,828	343,392	304,544	
Dutman-Scot	4,808,900	47	+14	Amex	1,282	1,317	1,175	
Volunteers	3,945,000	1726	+1	NASDAQ	68	314,387	314,408	
Vol-Mkt	3,333,300	2916	+1	NYSE				
BearMarket's	3,335,500	4576	+1	Implied Trade	2,736	2,736	2,736	
Vol-Mkt	2,816,700	2774	+1	Vol	1,282	1,317	1,175	
Standard	2,685,000	3134	+114	Falls	783	798	777	
Market	2,850,400	3114	+1	Unchanged	171	161	160	
US	2,450,000	2774	+1	New York	67	68	69	
US Small	2,450,000	3134	+116	Vol	19	18	20	

[illegible]

† Correction. \* Calculated at 15.00 GMT. • Excluding bonds. ‡ Industrial, plus Utilities, Financial and Transportation.  
§ The DJ Ind. Index theoretical day's highs and lows are the averages of the highest and lowest prices reached during the day by each stock; whereas the actual day's highs and lows (supplied by Telequote) represent the highest and lowest values that the index has reached during the day. (The figures in brackets are previous days.) ¶ Subject to official recalculation.

**Without a Pulse, you can't be certain of your futures.**

The most comprehensive world financial information, online from  
 Dow Jones Teleterm every minute to your Pulse information pager.  
**CALL NOW FOR YOUR FREE TRIAL ON 0800 28 28 26 EXTENSION 1155**

**PULSE**  **Hutchison Telecom**

0800 28 28 26 EXTENSION 1155

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

**To conquer the EC  
information mountain,  
you need  
an expert guide.**

Get the information advantage by reading the Financial Times every day. We cover the latest European, US and International news and analyse the implications from a truly European perspective to help you understand what it means for you and your business.

It is no surprise then that the Financial Times is read by more top business executives in Europe than any other publication.\* Make sure you are one of them by getting your own copy of the FT delivered daily to your

To order simply complete the attached coupon and return it to: Gillian Hart, Financial Times (Europe) GmbH, Nibelungenplatz 3, 60318 Frankfurt/Main, Germany. Tel. +49 69 156 850. Or better still fax your order back to us on +49 69 596 4483 and enjoy the first 12 issues of the subscription absolutely free.

FT

**CRIBE NOW AND GET THE FIRST 12 ISSUES FREE!**  
 a Harz, Financial Times (Europe) GmbH, Nibelungenplatz 3, 60318 Frankfurt/Main.  
 0 156 850, Tlx. 416193, Fax. + 49 69 596 4483.  
 I would like to subscribe to the Financial Times and enjoy my first 12 issues free. I will allow you to contact me by telephone or mail.

ÖES 5,800	France	FFR 2,040	Netherlands	DFL 875	Sweden
8PM 13,500	Germany	DM 750	Norway	NOK 3,220	Switzerland
DKK 3,200	Italy	LIT 600,000	Portugal	ESC 60,000	
KMK 2,200	Luxembourg	LFR 1,500	Spain	PTS 63,080	

pilots in Turkey, Cyprus, Greece, Malta, please contact +32 2 513 28 16.

☐ Change my American Express/Diners Club/  
Eurocard/Visa Account.

Expiry Date \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
rates are only valid for the country in which they are granted. Subscription Prices are correct  
press. Prices are exclusive of VAT in all EC countries except Germany and France. F

92. ☐ **Yes** I would like to receive the FT in North America contact New York Tel 7534588. Fax 3082397, Far East contact Hong Kong Tel 26382211, Fax 32951712.

Name \_\_\_\_\_ Title \_\_\_\_\_  
Tel: \_\_\_\_\_  
Which I would like my Financial Times delivered:

Date \_\_\_\_\_

**Financial Times. Europe's Business Newspaper**

the 1990s, the number of people in the world who are illiterate has increased from 1.2 billion to 1.5 billion. The number of illiterate people in the world is projected to reach 1.7 billion by the year 2015. The number of illiterate people in the world is projected to reach 1.7 billion by the year 2015. The number of illiterate people in the world is projected to reach 1.7 billion by the year 2015.

1



## AUTHORISED UNIT TRUSTS

[illegible][illegible][illegible][illegible]

Wilmington Trust Nat Mgmt Ltd (000937)									
	1991	1990	1989	1988	1987	1986	1985	1984	1983
Assets	2,011,214	1,814,214	1,614,214	1,414,214	1,214,214	1,014,214	814,214	614,214	414,214
Liabilities	1,814,214	1,614,214	1,414,214	1,214,214	1,014,214	814,214	614,214	414,214	214,214
Equity	197,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Revenue	1,214,214	1,014,214	814,214	614,214	414,214	214,214	114,214	14,214	14,214
Expenses	1,014,214	814,214	614,214	414,214	214,214	114,214	14,214	14,214	14,214
Profit	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Dividend	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
EPS	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dividend Yield	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Market Cap	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Shares Out	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000
Book Value	1.97	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
P/E Ratio	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Dividend Payout	50%	50%	50%	50%	50%	50%	50%	50%	50%
Operating Margin	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%
Net Profit Margin	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Return on Assets	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Return on Equity	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Debt to Equity	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Current Ratio	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Interest Coverage	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Capital Expenditure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Research & Development	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Acquisitions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Dispositions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Income	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Expenses	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Assets	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Liabilities	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Equity	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Revenue	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Expenses	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Other Profit	100,000	100,000	10						

**Guide to pricing of Auctioneers**  
Compiled with the assistance of **Aut**

**INITIAL CHARGE:** Charge made on sale of units. Used to defray marketing and auctioneer's costs. This charge is included in the offer price.

**OFFER PRICE:** Also called **offer price**. The price at which units are bought by investors.

**BID PRICE:** Also called **redemption price**. The price at which units can be redeemed by investors.

**CANCELLATION PRICE:** The minimum price at which units can be sold. If the offer price is below the cancellation price, the units will be sold at the cancellation price. However, the bid price will not be moved to the cancellation price by the auctioneer's bid. In some circumstances in which there is a large number of units, the cancellation price may be moved to the bid price.

**TIME:** The time shown alongside the fund name is the time at which the fund's units are sold. The time shown alongside the fund name is the time at which the fund's units are sold. The time shown alongside the fund name is the time at which the fund's units are sold.

**Aut**

[illegible][illegible][illegible]

Compiled with the assistance of Lautro SS

**INITIAL CHARGE:** Charge made on sale of

**INITIAL CHARGE:** Charge made on sale of units. Used to defray marketing and administrative costs, including commission paid to intermediaries. This charge is included in the

**OFFER PRICE:** Also called issue price. The price at which units are bought by investors.

**BID PRICE:** Also called redemption price. The price at which units are sold back by investors.

**CANCELLATION PRICE:** The minimum redemption price. The maximum spread between the offer and bid prices is determined by a formula laid down by the government. In practice, most unit trust managers quote a much narrower spread. As a result, the bid price is

**TIME:** The time shown alongside the fund

Other explanatory notes are contained in the last column of the FT Managed Funds Service.

valuation point; a short period of time may elapse before prices become available.

Sum & Prospect Group (990)H

[illegible]

Capital Portfolio	148.1	141.8	150.9	1.80	0.0000	100%	100%
Equity	274.7	175.5	280.4	1.05	0.0000	100%	100%
Debt	20.1	16.7	20.5	0.00	0.0000	100%	100%
Cash	1.7	1.7	1.7	0.00	0.0000	100%	100%
Net Assets	176.5	168.9	173.5	0.00	0.0000	100%	100%
Operating Income	327.9	138.8	447.9	1.05	0.0000	100%	100%
Operating Expenses	123.8	123.1	123.1	0.00	0.0000	100%	100%
Operating Profit	204.1	15.7	324.8	1.05	0.0000	100%	100%
Operating Profit Margin	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Equity	74.3	8.9	116.4	1.05	0.0000	100%	100%
Operating Profit to Debt	130.8	7.8	208.4	1.05	0.0000	100%	100%
Operating Profit to Cash	122.4	14.0	213.1	1.05	0.0000	100%	100%
Operating Profit to Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Liabilities	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Equity	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Debt	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Cash	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Net Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating Profit to Total Total Total Total Total Total Total Assets	115.2	9.0	182.9	1.05	0.0000	100%	100%
Operating							

[illegible][illegible][illegible]

U.S. Growth	5%	151.7	151.7	181.4	0.08	1451	Fixed Ind Acc	6%	329.00	333.20	347.40	0.77	4743
UK Growth	5%	162.0	162.0	161.7	0.53	4132	UK Index Truck Ind	6	139.00	141.60	148.70	2.54	4788
							UK Index Truck Acc	6	155.20	162.00	171.40	2.54	4788

\* CAR - Net Income Relapsed



● FT Cityline Unit Trust Prices: dial 0891 430010 and key in a 5 digit code listed below. Calls are charged at 36p/minute cheap rate and 48p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on 071-674 4378.

10	1	0.0000
11	1	0.0000
12	1	0.0000
13	1	0.0000
14	1	0.0000
15	1	0.0000
16	1	0.0000
17	1	0.0000
18	1	0.0000
19	1	0.0000
20	1	0.0000
21	1	0.0000
22	1	0.0000
23	1	0.0000
24	1	0.0000
25	1	0.0000
26	1	0.0000
27	1	0.0000
28	1	0.0000
29	1	0.0000
30	1	0.0000
31	1	0.0000
32	1	0.0000
33	1	0.0000
34	1	0.0000
35	1	0.0000
36	1	0.0000
37	1	0.0000
38	1	0.0000
39	1	0.0000
40	1	0.0000
41	1	0.0000
42	1	0.0000
43	1	0.0000
44	1	0.0000
45	1	0.0000
46	1	0.0000
47	1	0.0000
48	1	0.0000
49	1	0.0000
50	1	0.0000
51	1	0.0000
52	1	0.0000
53	1	0.0000
54	1	0.0000
55	1	0.0000
56	1	0.0000
57	1	0.0000
58	1	0.0000
59	1	0.0000
60	1	0.0000
61	1	0.0000
62	1	0.0000
63	1	0.0000
64	1	0.0000
65	1	0.0000
66	1	0.0000
67	1	0.0000
68	1	0.0000
69	1	0.0000
70	1	0.0000
71	1	0.0000
72	1	0.0000
73	1	0.0000
74	1	0.0000
75	1	0.0000
76	1	0.0000
77	1	0.0000
78	1	0.0000
79	1	0.0000
80	1	0.0000
81	1	0.0000
82	1	0.0000
83	1	0.0000
84	1	0.0000
85	1	0.0000
86	1	0.0000
87	1	0.0000
88	1	0.0000
89	1	0.0000
90	1	0.0000
91	1	0.0000
92	1	0.0000
93	1	0.0000
94	1	0.0000
95	1	0.0000
96	1	0.0000
97	1	0.0000
98	1	0.0000
99	1	0.0000
100	1	0.0000

071-4053277	
el - 142612	
0720-494407	
05	413376
10	413380
11	413381
12	413382
13	413383
14	413384
15	413385
16	413386
17	413387
18	413388
19	413389
20	413390
21	413391
22	413392
23	413393
24	413394
25	413395
26	413396
27	413397
28	413398
29	413399
30	413400
31	413401
32	413402
33	413403
34	413404
35	413405
36	413406
37	413407
38	413408
39	413409
40	413410
41	413411
42	413412
43	413413
44	413414
45	413415
46	413416
47	413417
48	413418
49	413419
50	413420
51	413421
52	413422
53	413423
54	413424
55	413425
56	413426
57	413427
58	413428
59	413429
60	413430
61	413431
62	413432
63	413433
64	413434
65	413435
66	413436
67	413437
68	413438
69	413439
70	413440
71	413441
72	413442
73	413443
74	413444
75	413445
76	413446
77	413447
78	413448
79	413449
80	413450
81	413451
82	413452
83	413453
84	413454
85	413455
86	413456
87	413457
88	413458
89	413459
90	413460
91	413461
92	413462
93	413463
94	413464
95	413465
96	413466
97	413467
98	413468
99	413469
00	413470
01	413471
02	413472
03	413473
04	413474
05	413475
06	413476
07	413477
08	413478
09	413479
10	413480
11	413481
12	413482
13	413483
14	413484
15	413485
16	413486
17	413487
18	413488
19	413489
20	413490
21	413491
22	413492
23	413493
24	413494
25	413495
26	413496
27	413497
28	413498
29	413499
30	413500
31	413501
32	413502
33	413503
34	413504
35	413505
36	413506
37	413507
38	413508
39	413509
40	413510
41	413511
42	413512
43	413513
44	413514
45	413515
46	413516
47	413517
48	413518
49	413519
50	413520
51	413521
52	413522
53	413523
54	413524
55	413525
56	413526
57	413527
58	413528
59	413529
60	413530
61	413531
62	413532
63	413533
64	413534
65	413535
66	413536
67	413537
68	413538
69	413539
70	413540
71	413541
72	413542
73	413543
74	413544
75	413545
76	413546
77	413547
78	413548
79	413549
80	413550
81	413551
82	413552
83	4135



[illegible]



● FT Cityline Print Trace Display and 0004, 000410 and 000411 are 5 digit codes listed below. Calls are charged at 35c/minute charge rate and 48c/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on 071-673-4376.

100

1941 1942

1943 1944

1945 1946

1947 1948

1949 1950

1951 1952

1953 1954

1955 1956

1957 1958

1959 1960

1961 1962

1963 1964

1965 1966

1967 1968

1969 1970

1971 1972

1973 1974

1975 1976

1977 1978

1979 1980

1981 1982

1983 1984

1985 1986

1987 1988

1989 1990

1991 1992

1993 1994

1995 1996

1997 1998

1999 2000

2001 2002

2003 2004

2005 2006

2007 2008

2009 2010

2011 2012

2013 2014

2015 2016

2017 2018

2019 2020

2021 2022

2023 2024

2025 2026

2027 2028

2029 2030

2031 2032

2033 2034

2035 2036

2037 2038

2039 2040

2041 2042

2043 2044

2045 2046

2047 2048

2049 2050

2051 2052

2053 2054

2055 2056

2057 2058

2059 2060

2061 2062

2063 2064

2065 2066

2067 2068

2069 2070

2071 2072

2073 2074

2075 2076

2077 2078

2079 2080

2081 2082

2083 2084

2085 2086

2087 2088

2089 2090

2091 2092

2093 2094

2095 2096

2097 2098

2099 2100

2101 2102

2103 2104

2105 2106

2107 2108

2109 2110

2111 2112

2113 2114

2115 2116

2117 2118

2119 2120

2121 2122

2123 2124

2125 2126

2127 2128

2129 2130

2131 2132

2133 2134

2135 2136

2137 2138

2139 2140

2141 2142

2143 2144

2145 2146

2147 2148

2149 2150

2151 2152

2153 2154

2155 2156

2157 2158

2159 2160

2161 2162

2163 2164

2165 2166

2167 2168

2169 2170

2171 2172

2173 2174

2175 2176

2177 2178

2179 2180

2181 2182

2183 2184

2185 2186

2187 2188

2189 2190

2191 2192

2193 2194

2195 2196

2197 2198

2199 2200

2201 2202

2203 2204

2205 2206

2207 2208

2209 2210

2211 2212

2213 2214

2215 2216

2217 2218

2219 2220

2221 2222

2223 2224

2225 2226

2227 2228

2229 2230

2231 2232

2233 2234

2235 2236

2237 2238

2239 2240

2241 2242

2243 2244

2245 2246

2247 2248

2249 2250

2251 2252

2253 2254

2255 2256

2257 2258

2259 2260

2261 2262

2263 2264

2265 2266

2267 2268

2269 2270

2271 2272

2273 2274

2275 2276

2277 2278

2279 2280

2281 2282

2283 2284

2285 2286

2287 2288

2289 2290

2291 2292

2293 2294

2295 2296

2297 2298

2299 2300

2301 2302

2303 2304

2305 2306

2307 2308

2309 2310

2311 2312

2313 2314

2315 2316

2317 2318

2319 2320

2321 2322

2323 2324

2325 2326

2327 2328

2329 2330

2331 2332

2333 2334

2335 2336

2337 2338

2339 2340

2341 2342

2343 2344

2345 2346

2347 2348

2349 2350

2351 2352

2353 2354

2355 2356

2357 2358

2359 2360

2361 2362

2363 2364

2365 2366

2367 2368

2369 2370

2371 2372

2373 2374

2375 2376

2377 2378

2379 2380

2381 2382

2383 2384

2385 2386

2387 2388

2389 2390

2391 2392

2393 2394

2395 2396

2397 2398

2399 2400

2401 2402

2403 2404

2405 2406

2407 2408

2409 2410

2411 2412

2413 2414

2415 2416

2417 2418

2419 2420

2421 2422

2423 2424

2425 2426

2427 2428

2429 2430

2431 2432

2433 2434

2435 2436

2437 2438

2439 2440

2441 2442

2443 2444

2445 2446

2447 2448

2449 2450

2451 2452

2453 2454

2455 2456

2457 2458

2459 2460

2461 2462

2463 2464

2465 2466

2467 2468

2469 2470

2471 2472

2473 2474

2475 247

1997

100-443887-100

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100  
1 - 100

1. 1. 1.

	0000
	0001
	0002
	0003
	0004
	0005
	0006
	0007
	0008
	0009
	0010
	0011
	0012
	0013
	0014
	0015
	0016
	0017
	0018
	0019
	0020
	0021
	0022
	0023
	0024
	0025
	0026
	0027
	0028
	0029
	0030
	0031
	0032
	0033
	0034
	0035
	0036
	0037
	0038
	0039
	0040
	0041
	0042
	0043
	0044
	0045
	0046
	0047
	0048
	0049
	0050
	0051
	0052
	0053
	0054
	0055
	0056
	0057
	0058
	0059
	0060
	0061
	0062
	0063
	0064
	0065
	0066
	0067
	0068
	0069
	0070
	0071
	0072
	0073
	0074
	0075
	0076
	0077
	0078
	0079
	0080
	0081
	0082
	0083
	0084
	0085
	0086
	0087
	0088
	0089
	0090
	0091
	0092
	0093
	0094
	0095
	0096
	0097
	0098
	0099

1111

-	-	43568
-	-	43569
-	-	43570
-	-	43581
-	-	43572
-	-	43573
ed	-	
ss	-	43794
(	-	51985
B (repeated)		
	-	-

1 - 100001

[illegible]

1 - 4422  
2 - 4424

[illegible]

1 - 14000  
2 - 14000

NOTES

1. The first step is to identify the problem. In this case, the problem is that the company is not meeting its sales targets.

1. The following information is being furnished to you for your information only. It is not to be used for any other purpose.

[illegible]



## CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE POUND

Jan 28	Closing mid-point	Change on day	High/Low	Day's Mid	One month	Three months	One year	Bank of Eng. index
Europe	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Australia	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Canada	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Denmark	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
France	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Germany	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Greece	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Ireland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Italy	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Japan	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Netherlands	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Norway	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Portugal	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Spain	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Sweden	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Switzerland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
UK	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
USA	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Jan 28	Closing mid-point	Change on day	High/Low	Day's Mid	One month	Three months	One year	J.P. Morgan index
Europe	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Australia	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Canada	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Denmark	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
France	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Germany	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Greece	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Ireland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Italy	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Japan	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Netherlands	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Norway	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Portugal	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Spain	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Sweden	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
Switzerland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
UK	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2
USA	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

Jan 28	BF	DK	FF	DM	EC	L	FI	Nkr	Es	Pls	Sk	Sfr	CS	S	Y	Ecu
Belgium	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Denmark	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
France	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Germany	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Greece	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Ireland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Italy	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Netherlands	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Norway	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Portugal	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Spain	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Sweden	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Switzerland	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
UK	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Canada	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
Japan	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								
USA	162.545	-0.045	162.545	162.545	-0.2	162.577	-0.3	113.2								

Jan per 1,000; Danish Kroner, French Franc, Norwegian Krone and Swedish Krona per 10; Belgian Franc, Escudo, Lira and Peseta per 100.

## D-MARK FUTURES (DM) 125,000 per DM

Mar	Open	Settle	Change	High	Low	Est. Vol	Open Int.
Mar	0.5778	0.5720	-0.0044	0.5795	0.5714	54,320	132,534
Jun	0.5710	0.5688	-0.0022	0.5758	0.5685	675	6,442
Sep	0.5688	0.5664	-0.0024	0.5735	0.5665	9	287

## SWISS FRANC FUTURES (SFR) 125,000 per SFR

Mar	Open	Settle	Change	High	Low	Est. Vol	Open Int.
Mar	0.8835	0.8787	-0.0047	0.8885	0.8785	18,729	37,105
Jun	0.8805	0.8778	-0.0027	0.8874	0.8780	52	579
Sep	0.8782	0.8762	-0.0020	0.8848	0.8762	1	27

## JAPANESE YEN FUTURES (YEN) 12.5 per Yen 100

Mar	Open	Settle	Change	High	Low	Est. Vol	Open Int.
Mar	0.8220	0.8095	-0.0125	0.8247	0.8085	58,878	82,453
Jun	0.8201	0.8140	-0.0061	0.8247	0.8135	25	5,005
Sep	0.8162	0.8102	-0.0060	0.8248	0.8102	49	631

## STERLING FUTURES (GBP) 125,000 per £

Mar	Open	Settle	Change	High	Low	Est. Vol	Open Int.
Mar	1.5044	1.4910	-0.0134	1.5059	1.4900	23,848	45,827
Jun	1.4984	1.4850	-0.0134	1.4999	1.4831	51	1,422
Sep	1.4786	1.4754	-0.0032	1.4870	1.4750	1	10
Dec	1.4748	1.4716	-0.0032	1.4830	1.4716	1	10

## PHILADELPHIA SEP 85/86 OPTIONS (C) 1,250 (points per pound)

Strike	Feb	CALLS	Apr	Feb	PUTS	Apr
1.400	0.52	0.26	9.01	-	0.04	0.16
1.425	7.07	6.91	7.00	-	0.08	0.43
1.450	4.61	4.66	5.01	0.19	0.31	0.92
1.500	2.37	2.75	3.33	1.04	0.89	1.72
1.550	0.77	1.39	2.08	2.79	1.97	2.66
1.600	0.13	0.57	1.20	5.14	3.59	4.46
Previous day's vol., Calls 13,663 Puts 9,076 . Prev. day's open int., Calls 565,000 Puts 517,019						



INVESTMENT TRUSTS - CASH  
WEA. 2000

City	Day	Time	Temp	Wind	Humidity	Pressure	Clouds	Visibility	Remarks
Albany	Dec 1	10:00	32.0	10.0	75.0	1015.0	100	10.0	Clear
Albany	Dec 2	10:00	31.0	11.0	76.0	1014.0	100	10.0	Clear
Albany	Dec 3	10:00	30.0	12.0	77.0	1013.0	100	10.0	Clear
Albany	Dec 4	10:00	29.0	13.0	78.0	1012.0	100	10.0	Clear
Albany	Dec 5	10:00	28.0	14.0	79.0	1011.0	100	10.0	Clear
Albany	Dec 6	10:00	27.0	15.0	80.0	1010.0	100	10.0	Clear
Albany	Dec 7	10:00	26.0	16.0	81.0	1009.0	100	10.0	Clear
Albany	Dec 8	10:00	25.0	17.0	82.0	1008.0	100	10.0	Clear
Albany	Dec 9	10:00	24.0	18.0	83.0	1007.0	100	10.0	Clear
Albany	Dec 10	10:00	23.0	19.0	84.0	1006.0	100	10.0	Clear
Albany	Dec 11	10:00	22.0	20.0	85.0	1005.0	100	10.0	Clear
Albany	Dec 12	10:00	21.0	21.0	86.0	1004.0	100	10.0	Clear
Albany	Dec 13	10:00	20.0	22.0	87.0	1003.0	100	10.0	Clear
Albany	Dec 14	10:00	19.0	23.0	88.0	1002.0	100	10.0	Clear
Albany	Dec 15	10:00	18.0	24.0	89.0	1001.0	100	10.0	Clear
Albany	Dec 16	10:00	17.0	25.0	90.0	1000.0	100	10.0	Clear
Albany	Dec 17	10:00	16.0	26.0	91.0	999.0	100	10.0	Clear
Albany	Dec 18	10:00	15.0	27.0	92.0	998.0	100	10.0	Clear
Albany	Dec 19	10:00	14.0	28.0	93.0	997.0	100	10.0	Clear
Albany	Dec 20	10:00	13.0	29.0	94.0	996.0	100	10.0	Clear
Albany	Dec 21	10:00	12.0	30.0	95.0	995.0	100	10.0	Clear
Albany	Dec 22	10:00	11.0	31.0	96.0	994.0	100	10.0	Clear
Albany	Dec 23	10:00	10.0	32.0	97.0	993.0	100	10.0	Clear
Albany	Dec 24	10:00	9.0	33.0	98.0	992.0	100	10.0	Clear
Albany	Dec 25	10:00	8.0	34.0	99.0	991.0	100	10.0	Clear
Albany	Dec 26	10:00	7.0	35.0	100.0	990.0	100	10.0	Clear
Albany	Dec 27	10:00	6.0	36.0	101.0	989.0	100	10.0	Clear
Albany	Dec 28	10:00	5.0	37.0	102.0	988.0	100	10.0	Clear
Albany	Dec 29	10:00	4.0	38.0	103.0	987.0	100	10.0	Clear
Albany	Dec 30	10:00	3.0	39.0	104.0	986.0	100	10.0	Clear
Albany	Dec 31	10:00	2.0	40.0	105.0	985.0	100	10.0	Clear
Albany	Dec 1	11:00	31.0	11.0	76.0	1014.0	100	10.0	Clear
Albany	Dec 2	11:00	30.0	12.0	77.0	1013.0	100	10.0	Clear
Albany	Dec 3	11:00	29.0	13.0	78.0	1012.0	100	10.0	Clear
Albany	Dec 4	11:00	28.0	14.0	79.0	1011.0	100	10.0	Clear
Albany	Dec 5	11:00	27.0	15.0	80.0	1010.0	100	10.0	Clear
Albany	Dec 6	11:00	26.0	16.0	81.0	1009.0	100	10.0	Clear
Albany	Dec 7	11:00	25.0	17.0	82.0	1008.0	100	10.0	Clear
Albany	Dec 8	11:00	24.0	18.0	83.0	1007.0	100	10.0	Clear
Albany	Dec 9	11:00	23.0	19.0	84.0	1006.0	100	10.0	Clear
Albany	Dec 10	11:00	22.0	20.0	85.0	1005.0	100	10.0	Clear
Albany	Dec 11	11:00	21.0	21.0	86.0	1004.0	100	10.0	Clear
Albany	Dec 12	11:00	20.0	22.0	87.0	1003.0	100	10.0	Clear
Albany	Dec 13	11:00	19.0	23.0					



\_\_\_\_\_

**FT Share Free Annual Reports Service**

You can obtain the current annual/interim reports of any company associated with *FT*, Ring 011 770 0770 (open 24 hours including weekends) or fax 011 770 3822, quoting the code FT4848. If calling from outside the UK, call +44 11 770 0770 or +44 11 770 3822. The reports will be sent free when not working day, subject to availability. If filing is not possible, you will have to wait until the following day above and also your post costs.

**FT Cyteline**

For up-to-the-second share prices call FT Cyteline on 011 770 4373 or 0881 43 followed by the four-digit code listed on the share price page. Calls charged at 85p per minute (including 4p and 46p per minute at all other times. For more information on FT Cyteline, call 011 770 4373 or 0881 43 for callers outside the UK, annual subscription £250 stp.

For more information on FT Cyteline, call 011 770 4373 or 0881 43.



**4 pm close January 28**

**BE OUR  
GUEST.**

**BRUSSELS**

**#ITION**

When you stay with us in  
**BRUSSELS**  
stay in touch - with  
your complimentary copy  
of the

**FINANCIAL TIMES**

It's your guide to the world's news, politics, economics and business. It's the most influential newspaper in the world.

Continued on next page



## NYSE COMPOSITE PRICES

[illegible]

## AMEX COMPOSITE PRICE:

*4 pm: close January 2*

P/E 100s					P/S 100s					P/B 100s					P/C 100s				
Div.	Yr.	High	Low	Close	Div.	Yr.	High	Low	Close	Div.	Yr.	High	Low	Close	Div.	Yr.	High	Low	Close
Alcoa	0.32	123	123	123	Chrysler	0.31	45	45	45	East	0.24	23	23	23	Marine	0.50	12	12	12
Amgen	0.32	123	123	123	Cummins	0.31	45	45	45	GenCorp	0.24	23	23	23	Medco	0.50	12	12	12
Amstar	0.32	123	123	123	Dow	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23	23	23	Merck	0.50	12	12	12
Amstar	0.32	123	123	123	Dynalene	0.31	45	45	45	Health	0.24	23							

**NASDAQ NATIONAL MARKET**

*4 pm close, January 26*

[illegible]



